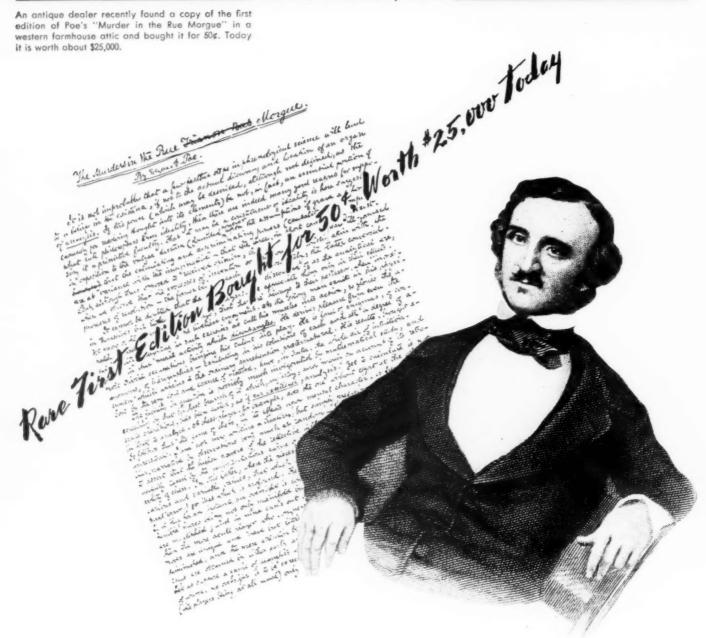
Sales Management Management

Annual Man-Power Problems Issue –

## Managing Salesmen in 1940

A Portfolio of Plans and Ideas for Improving the Efficiency of Your Sales Force

Feature Articles and Surveys on Hiring and Training, Compensating, Equipping, Stimulating and Controlling Salesmen An antique dealer recently found a copy of the first edition of Poe's "Murder in the Rue Morgue" in a



Second and third editions of Mutual broadcasting bargains are usually even more valuable than firsts. For Mutual's flexibility is so great that most Mutual advertisers continually revise and expand their hookups to meet new business conditions, new sales plans. When D. L. & W. Coal Co. approached Mutual, the anthracite industry had dropped to a ten year low. But Mutual arranged an 11 station network that was a snug fit for 'blue coal's' sales territory-with local cut-in announcements, at no extra cost, in 6 of the markets to meet close competition. In 3 months, sales upped 10.8% over the same period the year previous! 'blue coal's' advertising budget kept paceand its network this year has increased to 15 Mutual stations. When you have a Mutual broadcasting bargain, they'll be watching your smoke, too!

3-BILLION-DOLLAR MARKET THRU A SINGLE MEDIUM?

WHERE ELSE CAN YOU TAP A



O open the pocketbooks of Kentuckiana families, who spent \$445,317,000 in retail trade last year and whose spendable income totaled \$762,-782,000, you must reach them with your selling message through the one medium which completely dominates the market-

The Courier-Lournal THE LOUISVILLE TIMES

Nationally Represented By

THE BRANHAM COMPANY

Owners and Operators

50,000 Watts, 820 K.C. C.B.S. Basic Station

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright October 10, 1939, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, as the Post Office, N. Y., under the act of March 3, 1879. October 10, 1939. Volume 45. No. 8.

The trend is to a

A TEW

METHOD

MAGAINE ADVERTISING

# NEW, but proven, by 13 million advertising dollars

On November 9, 1934, a Midwest fountain pen maker started something.

He laid down \$11,200, sight unseen,

for a color page in an unborn magazine. Other advertisers, from autos to zwieback, followed his example. They've invested \$13,000,000 in that magazine since. They're averaging more than \$300,000 a month now.

#### WHY?

Why did so many magazine dollars leave home?

When THIS WEEK began, there were plenty of national magazines already going. Plenty of magazine reps already

crowding the reception room sofas.

Did America need another magazine?

The answer, we think, is that This Week was more than just "another magazine". It was a new method of magazine advertising.

#### THE "THUMBTACK METHOD"

Most magazines divide up the American people by their interests or their incomes. They appeal to housewives or home-owners. To sport fans or scandal-eaters. To upper-crusters or lowbrows... Everywhere from Maine to California, and in between. But is that the way business sells 'em? Business divides up America with thumbtacks. Atlanta's families

spend more money than Abilene's ... New York's stenogs are exposed to more dealers than Nogales' debs ... Cleveland's jobber takes a car-

THE BIG-CITY MARKET

advertising void, too. It was offering, at last, a national magazine that made only the "express stops" on the Sales Manager's Run.

In This Week, advertisers found the rich color, the reader interest, the long life, the power of a national magazine...plus the big-city concentration and sales impact of that great shopping medium, the Sunday newspaper.

A combination never before available in one ad. A new method of magazine advertising.

#### Where sales are Sales per Sales per Family-av-Dealer-average 58.3% erage 80.7% higher in the higher in the big cities. big cities. Cities of Balance Cities of Balance 100,000 100,000 of U.S.A. and up and up U.S.A. \$1,607 \$889 \$26,562 \$16,775 \*SOURCE-U. S. CENSUS FIGURES

load in one gulp, while Claremore's little orders eat up the profits.

Big business finds its "cream" not so much in people as in places. It's just a few dots on the map that make the big noise on the cash register. It's the big-city, big-volume, big-profit markets.

Yet when THIS WEEK came on the scene, there wasn't one big national magazine directed specifically at the big-city family.

#### ENTER "THIS WEEK"

A group of leading metropolitan newspapers started This Week to fill this editorial void. But business saw that This Week was filling an

#### "GOING ON FIVE"

THIS WEEK approaches its fifth birthday, with

24 member newspapers, 5½ million circulation. In these 24 key markets that do the lion's share of America's business, This Week now reaches as many families as the next 4 national weeklies combined, or the top 4 women's magazines combined.

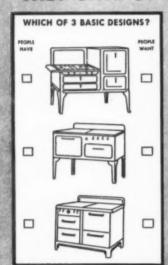
And This Week's advertising revenue, too, is shooting up like a five-year-old. The first half of 1939 found a record number of advertising dollars invested there. The second half has started off with a still louder bang.

The trend is definitely to this "new method of magazine advertising".

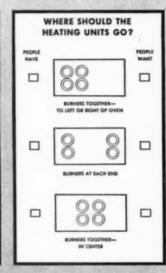
## 7550 Women Helped

They talk local + Thomas Researchess— exactly what they wanted in a new design. Feature by feature they checked the basic design created by Frigidaire engineers. The chart below made it easy for these women to express their preference on many vital points. Thus maximum salability was added to Frigidaire engineering—and a firm basis was established for an effective sales and advertising program. As a result, the Frigidaire Electric Range won wide distribution and sales in a remarkably short time.

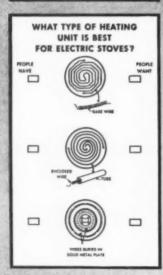
#### THEY GAVE US THE ANSWERS ON THIS UNIQUE QUESTIONNAIRE-

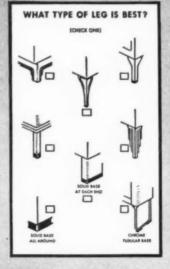


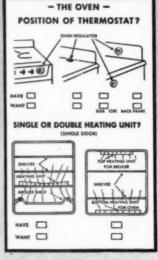


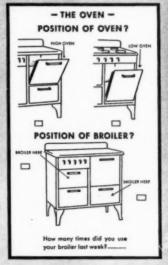












## Draw the Blueprint...

How Frigidaire Used Lord & Thomas Research to *Pre-Check* their Design for an Electric Range ... Thus *Insuring Consumer Acceptance* 

Research, today, is one of advertising's great question marks. Many advertisers are asking, "Just what can research do for my sales? My product? My advertising? Is it really accomplishing the miracles we hear about these days?"

The answer, of course, depends on who does the research. When properly handled it insures sales . . . it smooths out distribution problems . . . it uncovers advertising appeals with immense sales-building power. It's all in "knowing how."

The recent experience of Frigidaire, a client of Lord &

Thomas, shows how expert research can aid a manufacturer in marketing a new product under highly competitive conditions.

#### They Knew What They Wanted

When Frigidaire engineers completed the design for an entirely new electric range they asked Lord & Thomas to check the salability of many new features they had developed. It was possible, in several important details, to give the buyer her choice between different designs...and Frigidaire wanted to know her preference beforehand.

Lord & Thomas researchers then took a cross-section of public opinion. 7550 women studied the new range, feature by feature. They drew the blueprint of maximum salability just as

surely as Frigidaire engineers had drawn the basic engineering design. And before a single wheel turned in the factory, Frigidaire had the *certain knowledge* of what the buyer wanted.

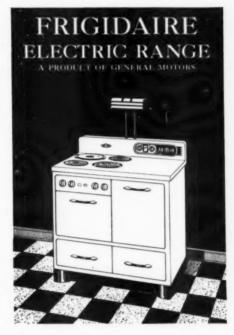
The usefulness of this research did not end here. It became the basis of selling and advertising strategy. Most of the usual trials and errors in introducing a new product were avoided. The entire merchandising program clicked from the start—and an enviable sales record was established in a remarkably short period of time. Proof enough that "knowing how" in research can smooth the way to profitable

sales and successful marketing.

#### Talent Finds The Answers

The Lord & Thomas Research Department is staffed by men who "know how." For many years they have rendered invaluable service to Lord & Thomas clients. Among other things they have developed a highly practical technique of "Questionnairing"... microscopically accurate cross-section for sampling nation-wide opinion... and a system of double-checking that insures finer accuracy.

Research is one of the many services offered by Lord & Thomas to its clients. It is part of an advertising technique that is famous for its power to win market leadership and profit for advertisers.



The Difference is in Knowing How /
LORD & THOMAS Advertising

NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO
HOLLYWOOD • DAYTON • TORONTO • MONTREAL • PARIS • LONDON

## Sales Management

VOL. 45. NO. 8

**OCTOBER 10, 1939** 

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WHITE COLLAR FAMILY

WHITE COLLAR FAMILY

WHITE COLLAR FAMILY

COPY LIKE THIS



When guests drop in SERVE SOMETHING SIMPLE...





Just open a lovely new Table Jar of spicy Underwood Deviled Ham, trot out a plate of crackers... and let the guests spread their own. Add a pot of piping hot coffee —and you've made a hit with everyone!





Sandwiches are simple and everybody likes 'em made with Underwood Deviled Ham. Spread it plain—or add cheese spread, peanut butter, mayonnaise, crushed pineapple or mincod pickle for a change. Delicious!

Fine ham and delicately blended spices that's all there is in Underwood Deviled Ham. Just try its exquisite flavor and see

FREE: "Fine Foods," colorful new booklet, brings you mighty useful recipes. Write today. Wm. Underwood Co., 83 Walnut Street. Wm. Underwood Co., 83 Walnut

Now made IN CANADA as in the United States and sold at the same price,



IN TINS OR TABLE JARS

WAS CARRIED IN THESE 4 BIG MONTHLIES



This magazine (est. 1886) still circulates chiefly among WHITE COLLAR



This magazine, too (est. 1885), continues to bulk its circulation among White Collar



WHITE COLLAR FAM-ILIES are still the chief patrons of this magazine



WAGE EARNER FAMILY



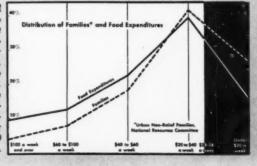


Only this magazine, developed with the new working class prosperity from the last War (est. 1919), of all major magazines concentrates its circulation among the WAGE EARNER FAMILIES — modern America's primary market.

Remember: It takes all kinds of people to makeyour 1940 market, AND ALL KINDS OF MAGAZINES TO REACH THEM!

TRUE STORY the first major monthly founded since the close of the 19th century...since the Wage Earner Families became the major market for advertised goods.

FOR "UPPER and LOWER MALF" ADDICTS: In the white area of this chart lie the "upper half" families. There all "upper half" sales are made, in the black area are the "lower half" families. The "upper half" is the better half for you because it includes the biggest part of the major buying \$1,000-\$2,000 "low income" group.



## Men and Children First!



After sell-outs on August and September issues, sales on the October Journal started for a new high during a week flooded with world-shaking announcements, special editions, breath-taking radio bulletins—the greatest excitement in newsprint since 1914.

There is just one reason: the feminine state of mind. You may not have fully appreciated it. While men give themselves nervous indigestion worrying over the hate of dictators and the fate of empires, women are thinking up special meals to cure it. Between a woman and a war map will always loom up a nearer, clearer vision—her own home and its beloved inmates. As long as there's a roof over her head and a handful of peas for her kettle, children will be fed, men will be soothed, life will go on.

Men are proud and patriotic—women are personal in their interpretation of the world, and this is rightly so. Chaos abroad intensifies their appreciation of their own point-of-view... and of the magazine which reflects it. If you make or sell something that women use and buy—it will pay you to heed this difference. Tell your story in the Journal, the magazine that gets women's full-time attention, the magazine that women are buying and reading in ever-increasing numbers.

#### GOING UP!

JOURNAL Newsstand Sales

Jan. - June 1937 . . 672,000

July-Dec. 1937...704,000

Jan.-June 1938..718,000

July-Dec. 1938..761,000

Jan.-June 1939..778,000

August 1939 . 915,000

September 1939 . 1,015,000

Total circulation

October

October, 1939 3,300,000\*

\*Estimated

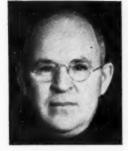
1939 . 1,050,000\*

**Ladies' Home** 

## JOURNAL

THE MAGAZINE WOMEN BELIEVE IN

## **Big Town Stuff**



GEORGE L. HAZEN'S Waterloo, Iowa grocery is located 115 miles from Des Moines. 290 out of the 366

families on Hazen's customer list read one newspaper . . . The Des Moines Sunday Register.

> WHEN researchers last month turned up the exact fact that 79% of the families on his customer list were readers of The Sunday Register, George Hazen wasn't much surprised. He already knew that in his home town of Waterloo 70% of

the town's 11,957 families read The Sunday Register. Over 80% of the 979,191 urban dwellers all over Iowa fall into the same classification. And as a plus bonus one-third of Iowa's prosperous rural families are also readers of The Sunday Register.

The big URBAN Iowa market alone buys \$94,125,000\* worth of food products yearly . . . considerably surpassing such well known places as St. Louis, Minneapolis, Pittsburgh or even Cleveland.

\*Total food purchases for lowa \$136,880,000.

A DVERTISING moves goods throughout this urban Iowa when it is placed where all urban Iowans can see it-not necessarily in accordance with wholesale distribution set-ups. To George Hazen, knowing the reading preferences and buying

power of the 366 with whom he talks almost daily, it isn't news.

It will be news to some smart advertisers quickly recognizing the value of almost a million urban buyers inexpensively reached through one newspaper . . .

#### THE DES MOINES SUNDAY REGISTER

Milline rate \$1.64

335,303 6 Mo. A.B.C.

4.000 of 5 urban living lowans read The Des Moines Sunday Register--constituting America's No. 7 market-retail sales volume \$434,163,000.



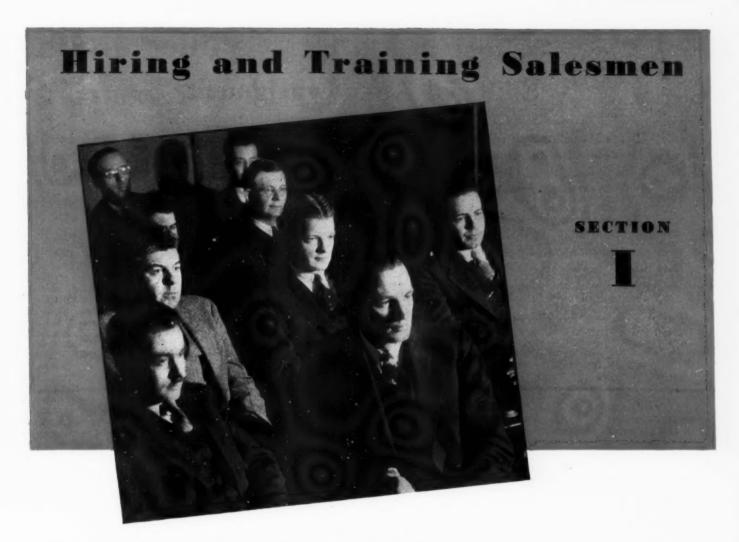
FARM mag cal simps vice cane faminal anent

"Farm Journal and Farmer's Wife" delivers the advertiser's message into more homes in more counties than any other magazine in America. To this numerical supremacy is added the editorial impact of 4-day writer-to-reader service which brings the vital significance of world news to waiting farm families. Two reasons why "Farm Journal and Farmer's Wife" has so prominent a place on so many national lists.

FARM JOURNAL

Farmer Wife

Graham Patterson, Publisher
WASHINGTON SQUARE, PHILADELPHIA



## A Five-Point Plan for Rebuilding Sales Morale

HAT is this thing we call morale? Sales managers recognize it as the emotional condition of a human being when affected by qualities we can count on the fingers of one hand—hope, confidence, courage, enthusiasm, loyalty.

Every salesman who is at all worthy of the name is governed largely by his emotions. He is usually a sensitive, moody, temperamental bundle of nerves working at high tension. He thinks he is intelligent enough to keep his emotions in restraint; but the truth of the case is that if he is able to go too far in that direction he gradually loses the very humanness that makes him a successful salesman.

Sales managers who can get close enough to their men to control their emotions—who can place the human machine above inhuman figures and still arrive at a reasonable coordination of both—are master executives and leaders. The sales manager who knows human nature might well say: "Give me the beart of a man, and you may have his head. Give me the key to his emotions, and you may have his brains!"

tions, and you may have his brains!"

How can we play upon the emotions of the average salesman so as to build up his

BY HARRY SIMMONS



The author of this article has behind him more than 20 years of experience as a sales executive, advertising director and owner of an advertising agency. He has contributed extensively to business periodicals, and is author of three Harper & Bros. books on selling. Well fitted for sales training, he has successfully welded available man power into efficient selling machines for various types of business houses. He has a thorough knowledge of public relations, of advertising methods and mechanics and, what is more important, a knowledge of proper methods of coordinating sales and advertising. He is a member of the Sales Executives Club of New York, of the American Marketing Association, and of the Authors' Guild.



morale? Let us consider briefly the qualities mentioned in the first paragraph, one by one:

How Can We Build Up His Hope?

We can stress the inescapable rule of the law of averages. The salesman who makes enough calls will find enough business somehow. The law of supply and demand operates constantly, regardless of conditions. There is always someone who needs something we have, and who has the money to pay for it, because there is always someone who is not affected by current conditions.

who is not affected by current conditions.

We can point out that never in the history of this country have there been two long depressions close together. We can definitely state that the recent recession was but a temporary halt on the road to steady recovery.

We can prove that many important industries have not yet taken their places in the recovery march, and are due to join the parade before long.

We can prove that present military operations are bound to have a stimulating effect on American business. History repeats itself, and we can easily prove that fact by referring to the last war.

#### Editorial Acknowledgment

SALES MANAGEMENT'S editorial staff is deeply grateful for the generous cooperation extended to us by sales executives the country over in the preparation of this issue. We especially appreciate the contributions from those who took time and trouble to work out custom jobs of figure compilation and other research projects which furnish valuable factual data not available elsewhere.

By proxy we give to these men who have been our collaborators the thanks of readers who will be able to adapt to their own needs the plans . . . systems . . . ideas described in this issue of SALES MANAGEMENT. Properly applied, we know that they will prove eminently workable-because they already have worked.

We would especially appreciate comment from subscribers concerning features in this issue you found useful, and, further, suggestions as to any type of editorial material you would like to see included in future editions.

A. R. HAHN, Managing Editor

We can point out that immediately ahead of us is a period of undoubted prosperity that will bring on a rush to buy large quantities of merchandise on a widely advertised rising commodity market. It is but natural to expect that every salesman who is on his toes, and who keeps in touch with conditions in his territory, will certainly get his just share of business.

#### How Can We Build Up His Confidence?

We can show this man the potential new business in his territory, and we can suggest new methods of attack in the sales presentation based on the hopeful points just mentioned.

We can see to it that all his sales tools are brought up to date, and that he is shown how to use them to best advantage.

We can prove that we ourselves, and

many other organizations, are going right ahead with the parade—with new programs, new products, new plans—secure in the conviction that business is marching steadily forward and upward.

steadily forward and upward.

We can talk success, act success, and live success—newspaper headlines to the contrary notwithstanding.

We can stop broadcasting further evidence of any let-down in our own confidence, and thus decline to entertain any lack of confidence in our men.

We can stop acting like cry-babies and spoil-sports; continue acting like business men in search of new business, new cus-

men in search of new business, new customers, new markets.

We can build up our own horizons and the horizons of our men by merely opening our eyes to the vastly increasing opportunities all around us.

#### How Can We Build Up His Courage?

We cannot perform any miracles while sitting at headquarters. But we might make many a miracle come true by getting out into the field, contacting our men on the firing line, talking to them face to face, working with them side by side, bucking and backing them up when and where they

We can prove that we are not just private-office sales managers, but that we

too know our stuff and can prove it either on Main Street or out on the main high-

ways in front of any man on the force.

To supplement our field work, we can inject the same fighting spirit into personal letters and sales bulletins to our men.

We can even make an occasional long distance telephone call, to give our salesman some needed personal encouragement, to give him some new ideas, tell him about some new plans, give him some new leads; and make him realize that while we know it is no apple-pie job, we are with him all the way and are going to stay with him until hell freezes over

#### How Can We Build Up His Enthusiasm?

We can create new advertising and sales promotion plans, new point-of-sale ideas, new products and new ways of selling old products, new approaches in the field, new samples, new sales presentation material and new visual sales helps—anything so long as it is new and attractive and interesting—and so long as it will tend to re-kindle and rebuild the enthusiasm our men must have.

We can hold "prosperity" sales meetings at headquarters and put on a live-wire program of practical sales helps. Or we can hold a series of regional sales meetings and in this way come even closer to actual problems in individual territories. Or we can hold a series of weekly sales meetings by mail, and send out the same practical kind of sales help that we would talk about from the platform.

At the same time we will bear in mind that our inspirational effort cannot be of the rah-rah type that elicits a sickening grin and a cry of "baloney"—but rather of the practical down-to-earth character that inspires by sensible illustration and demon-

stration of *how* to make more sales!

Then we might start an interesting contest and offer a wide range of money prizes that will be worth fighting for—money prizes that will make up very definitely for some of the tough breaks the boys have been getting out in the field.

We are not going to set up unreasonable

or impossible quotas, either; nor are we going to see how tough we can make the rules; but we are going to see to it that our men get a crack at a little extra money when they need it most. The only time a salesman knows that business is when poor business hits his pocketbook; and the only way to rebuild his enthusiasm is to give him a good chance to make up the money he misses. After all, our salesmen must live-business or no business!

#### How Can We Build Up His Loyalty?

By working closer with our men we bring our men closer to us. A high appreciation of the rights of our salesmen, and an attitude of humane consideration in such matters as promotion, compensation, territories, quotas, customer arguments, family difficulties, etc., works miracles in creating the benevolent reflex action we call lovalty.

Arbitrary, hard-boiled sales management results inevitably in similar salesmen's attitudes. Forward-looking sales executives realize that bending over backwards to favor their salesmen is the simplest way to incur their heartiest cooperation. Occasional exceptions to the contrary notwithstanding, the average salesman is eager to find a real leader to whom he may pledge his loyalty. He appreciates keenly the "friend at head-quarters" attitude of his superior. He will work himself into a lather to repay his sales manager for real or even fancied personal backing and home office support. Like the proverbial elephant, he never forgets a friend—and by the same token, neither does he forget a slight or an injury. Sales managers who excuse their sins of omission with the statement that "business

is business," might again be reminded that salesmen are not squads of colored pins on a gigantic wall map. Nor are they street numbers and addresses a thousand miles away. They are human beings out in the commercial front line trenches of the nation, fighting the sales manager's battles as well as their own.

To build up the loyalty of our mennow, or at any other time-we can follow only one changeless rule . . . the Golden

### "Stunt Selling" Helps Get Orders Because We All Like a Show

But such demonstrations in salesmen's hands must be sound and make a point clearly; then they plant favorable impressions in customers' minds with better effect than words—Here are some ideas that are working for manufacturers.

E'RE all curious. We all like a show. We all like action and entertainment. It's just human. Knowing this, keen sales managers put dramatic touches into demonstration selling for their own men and dealers to use. Stunts do hook attention. If they are sound, not freakish, and make a point about a product they can sink favorable impressions into customers' minds and make them stay there. That's selling. It distinctly does help put names on dotted lines. Many a sales chief said so when he furnished SALES MANAGEMENT with material for the following pages.

terial for the following pages.

Said some of them: "This demonstration of ours is one of the most effective things we ever put in our men's hands"; "... it seems to have added 25% to our volume"; "We would never try again to do without something like this"; "It makes impressions better than words can do"; "Nothing proves our simplicity idea as this does"; "... it makes our point quicker"; "Dealers who use it seem to do double the volume of those who don't," and so on.

Dramatic touches in selling are used in a wide variety of industries. SKF salesmen bounce a bearing ball on a concave surface

Dramatic touches in selling are used in a wide variety of industries. SKF salesmen bounce a bearing ball on a concave surface to prove resiliency and surface accuracy. Westinghouse men wakened quick interest in their "Snapper Disc" thermal cut-out to protect motors from overheating, merely by warming a small metal disc in their hands and pressing it down on a man's desk to

This counter card with two thermometers and a connecting "heatstick"—half "Copperclad" and half plain stainless steel—proves to any customer that Revere cooking ware transfers heat quickly.



Rockbestos men make this heat test with a tiny torch to prove the quality of the company's wire insulation.

cool . . . and promptly snap high in the air. Acushnet Process Co., maker of golf balls, sends a machine out to links all over the country shooting Acushnet balls with deadly accurate flights for the benefit of player groups.

A maker of non-wilt shirt collars dips a shirt in a goldfish bowl—complete with swimming goldfish. A trimming company equips dealers with miniature cardboard chairs and tiny cuts of upholstery and trimmings to fit all areas so that the customer may see exactly how her furniture will look in any pattern or color combination. A water heater manufacturer equips its men with printed slips resembling paper money to put over the cost-cutting feature which is a main sales point.

Iron Fireman salesmen have their "X-ray demonstration" to sell automatic heat against old-fashioned firing. It is so resultful that Robert A. Foster, No. 1 man in Toronto, has figured, over a period, that every demonstration, fully made, is "worth \$42 to me"

These are demonstrations that salesmen—not professional demonstrators—use with good effect in their daily work. They help rouse interest, rivet attention—and get business. In the following pages other demonstration ideas in current use are described briefly.

#### "Heatstick" Tells the Story

Revere Copper and Brass, Inc., makes "Copperclad" stainless steel cooking ware. Quick and ready heat transference is one of the main sales points. To make this point with a suggestion of the dramatic—so that it would grip attention and fix it-

self in any customer's mind—Revere salesmen called on dealers with a "heatstick" in hand. One half of the length of this stick was plain stainless steel; the other "Copperclad." When the customer held the stick by both ends between his thumbs and forefingers the salesman applied the flame of a match or cigaret lighter to the middle of the strip, where the two metals joined. The "Copperclad" half would heat quickly but the customer could hold the other end for a long time. The idea clicked with buvers.

buyers.

So Revere has carried the stunt clear to store customers. It supplies every dealer with the counter card illustrated with this article. The "heatstick" is held in contact with the mercury bulbs of two thermometers by tiny clamps. With a customer looking on, the store's salesman applies the flame. In a few seconds the red column of mercury begins a quick rise from the "Copperclad" end of the stick. The other rises hardly at all.

Revere dealers write the company en-

Revere dealers write the company enthusiastically: "Best sales clincher I have ever seen"; "very valuable attention getter, convincing, etc."; "We use it to overcome price resistance."

#### Torch Test Proves a Point

Rockbestos Products Corp. now equips its salesmen with small torches to demonstrate the non-burning quality of its wire insulation. It's a quick and easy test that can be made anywhere with short lengths of wire from the compact case of samples every man carries. Several years ago the company made up a more elaborate wire-burning kit but found the men didn't use it regularly. "Too bulky" said the men. So the current equipment was adopted.



Kelvinator's "Polarsphere" is so small and light that refrigerator dealers try to put it into customer's hands.

#### It's Tiny; But Oh, My!

Kelvinator electric refrigerator's "coldmaking" unit in the 1939 model—the "Polarsphere"—is so small a girl can easily carry it around. To illustrate its simplicity and its few working parts the manufacturer supplies dealers with a cut-away model of the unit. They literally put it into customers' hands whenever they can. "Remarkable," the customer is expected to say to herself, "that such a simple, small



Timken oil burner salesmen lift out the tiny "Mono-Rotor" to dramatize the fact that the burner has only one moving part.

thing can do such work. It probably wouldn't give us any trouble."

#### Timken's One Moving Part

Timken Silent Auotmatic oil burners have but one moving part. This extreme simplicity helps sell these burners. To fix the point in the minds of prospects in a salesroom, a Timken dealer salesman demonstrates by turning on the burner, then stops it, lifts out the "Mono-Rotor"—the single moving part—wipes it off and hands it to the customer if he can. Then he turns on the current once more with the tiny device out. There's no motion to be seen. Reinserting the "Mono-Rotor" he starts the burner once more, whereupon the salesman emphasizes that the prospect has seen for himself that there is only one moving part and therefore nothing to get out of order.

#### Three Oil Bearing Stunts

Amplex Division of Chrysler Corp. sells "Oilite Oil Cushion" bronze bearings, of great strength, homogeneously porous and containing 35% oil by volume. If either heat or pressure is applied, oil comes to the surface copiously. Instead of making what sound like wild claims, an Amplex salesman in the presence of a customer puts a bearing in a vise and applies high compression. The bearing stands the strain—and oil flows freely from both inside and outside surfaces. By placing a bulb in one end of the bearing while corking the other end with his thumb, the salesman forces oil to the outer surface. He can force water through it, too, by holding a bearing vertically, closing one end with a thumb, pouring it brimful of water and then pressing down on the top with his other thumb. Thus, in a shop or at a customer's desk, the Amplex man proves his claims of the bearing's strength, oil content and spongelike porosity. This demonstration is hard on doubt.

#### Westinghouse Uses a Candle

Westinghouse uses "Micarta" on the doors of its refrigerators because this material is highly efficient as an insulator against heat, thus increasing the efficiency of the refrigerator—even helping to reduce the cost of operation. This is not a major sales point but it is one that can impress upon prospects the fact that there are many such hidden values in the refrigerator. Dramatizing a thing so static as a piece of "Micarta" was the problem. The company did it by rigging up a demonstrator for dealers.

A strip of "Micarta" and a similar-sized strip of porcelain-on-steel are clamped to an electric iron as the source of heat applied at one end of each strip. Then the salesman rubs a candle against the top ends of both strips. The dab of wax runs down the porcelain surface about six times as far as it does on the "Micarta"—right before the customer's eyes. This is to prove that the Westinghouse material is six times as good an insulator—which is expected to

have the detail well in hand—and still every Laux point would be put over.

Action is planned for every step of the show. For example, an illustration in the manual shows how to prove that Laux joint filler sands finely. The book says: "Demonstrate this sanding by rubbing a small panel previously treated with joint filler. Sand same before audience and then BLOW the dust before audience to demonstrate how this filler makes fine sanding." In all there are 17 demonstrations in the Laux book.

One of the prime advantages of the manual, says H. F. Rippey, general sales manager, is that it convinces dealers and salesmen that such demonstrations are not difficult. That's why dealers are using them freely



Westinghouse refrigerator salesman heats two strips with an electric iron—one of "Micarta" and the other porcelain-on-steel—and dabs both at the top with a candle. The wax runs down the steel strip six times as far, thus proving "Micarta's" superior insulating quality for cabinets. Thus Westinghouse demonstrates hidden values to the customer.

leave an impression of Westinghouse superiority on the prospect's mind that she

Can't easily forget.

Westinghouse also uses its "Plus Value Visualizer" which, by means of successive layers of "Cellophane," enables a salesman to build up the complete refrigerator while a customer looks on. All electric refrigerators look so much alike on the exterior these days that makers know people have some difficulty in identifying different makes. So dramatic methods of proving hidden qualities of the Westinghouse are considered important.

"Our dramatic demonstration materials have been a very helpful factor in our sales increases this year," reports T. J. Newcomb, household refrigerator sales manager, and we are already planning more to dramatize the features of our 1940 refrigerators."

#### This One Is Canned

Believing in dramatic, skillful demonstrations, Laux Sales Co. of Seattle tries to make sure that its prescribed series of paint demonstrations can be carried out uniformly by any of its dealers or their salesmen. So it has prepared a manual devoted entirely to this subject. The book not only tells exactly how to plan and build up a group meeting of prospects, but also describes each demonstration, using photographs and sales dialogue. "Everything is in the book" so dealers readily use the plan. A man could read his lines while making his demonstrations if he didn't



Kelvinator's "marked shirts" help salesmen of ironers make a quick and expert demonstration. The shirts also are used as door-openers, premiums, and gifts to bring people into a store.

#### "Sure! It Will Iron a Shirt"

Kelvinator ironer salesmen no longer are stumped by the question, "Will it iron a shirt?" when making a presentation. The Kelvinator will iron a shirt to the queen's taste and Kelvinator salesmen are prepared to demonstrate the fact. This they are qualified to do because they have practiced ironing a shirt that is all marked to guide them, the markings being stitched on it.

These marked shirts are used in training salesmen to make demonstrations, in teaching purchasers how to use the ironer, as door-openers, as a gift item to bring people into the store, and as a demonstration premium. The shirt itself is an actual one, of standard size and good quality, with lines and directions stitched on it. R. W. Poirson invented it and sold 2,000 of them to Kelvinator for resale to dealers. They sell at \$1.75.

#### Slow-Motion Unit Helps Skilsaw

Skilsaw, Inc., of Chicago, manufacturer of portable electric tools, has devised a "slow-motion silent salesman" which is a mighty factor in putting its equipment in the hands of users. It is called a Cut-Out Kit. Parts of the shell of the tools have been machined away to expose all working parts. Gears, ball-bearings, weight, quality
—all are made visible. Built into the carrying case is a rheostat which enables the demonstrator to retard the motion so that it can be followed by the eye. It works almost without sound, grips a pros-pect's attention at his desk or on a job while the Skilsaw salesman has time to explain each feature. It also is valuable in instructing dealers' salesmen at meetings.

We have certain physical features of construction which are exclusive in Skil-saw," said Edward W. Ristau, vice-presi-dent, "but Skilsaw is not the lowest priced electric hand saw on the market. Approximately three years ago the competitive situation became acute. We felt we had kept Skilsaw a step ahead of competition all the time. How to prove this on demonstrations, particularly where a com-petitive situation presented itself, became a major selling problem. After all, we could do no more to convince the buyer of Skilsaw's superiority than to cut with the tool and talk up its points. But that was exactly what our competitors were doing. So we hit upon the idea of our slow-motion Cut-Out Kit.

"One of the more popular selling models of Skilsaw was selected as typical of construction features of the nine models of Skilsaw which are manufactured today. The frame of the unit was tooled so that





Maytag salesmen show a customer the difference between smooth water action in its round tubs and the more efficient turbulence in its higher-priced square tubs by using a hand crank. Every Maytag man carries one. Dealers use them too.

every moving part in the machine was visible to the eye. By means of a rheostat incorporated in the attractively lined strong leather carrying case, this unit can be operated from any light socket. Every moving part turns over slowly before the buyer's

"This Cut-Out Kit impresses the buyer very strongly and emphasizes the fact that we have nothing to hide in the mechanical construction of the tool; to the contrary, we must have more than anyone else if we so willingly show every construction feature.

Besides saws, Skilsaw, under the Skilsaw name, also manufactures drills, sanders, blowers and other portable electric-driven tools including a hedge trimmer. It has taken two models of drills from its line and has created cut-outs similarly cased and operated. Motor, bearings, gears, shafts—are all made visible in a like manner. Operation and presentation are similar to

the saw.
"This type of presentation has enabled us to convince any 'die-hards,'" said Mr. Ristau. "These cut-outs have been used sufficiently long for us to determine that a tool buyer remembers this demonstration for months to come. We are now reaping the profits of missionary demonstrations made months ago."

#### Maytag's "Crank Test"

The Maytag Co.'s best—and highest priced—electric washer has a square tub. But to meet price competition the com-

pany also sells a round-tub washer which does "the best washing job that is possible in a round tub." This creates a little problem for salesmen. Just what is the superiority of Maytag square tubs over round? The customer has to be told.

To tell her, the Maytag company uses its "Crank Test." Every Maytag salesman carries a crank as an important sales tool. These cranks are sold to dealers for 25 cents. With a prospect at tub side, the salesman fits a crank over the top of the gyrator post of a round tub first. He revolves the gyrator Water moves smoothly volves the gyrator. Water moves smoothly and silently around the smooth round walls. That's "the best washing job any round tub can do." Then the salesman moves over to the square tub. This time the gyrator, even when moving continu-ously in only one direction, sets up con-siderable turbulence in the water. That's better washing action. But when it is moved back and forth, as in actual washer operation, there's a regular tempest in the tub. The customer can see and even hear the difference. She's invited to put her hand in the water to feel it, too. The crank does a good job for salesmen.

#### "Talking Rooms" Sell Rugs

Alexander Smith & Sons Carpet Co. is now traveling a set of its miniature "Talking Rooms" for one-week and twoweek stands in department stores. Each "Talking Room" is a 27-by-36 inch shadow box at eye level representing a room in which rugs and carpets can be used. Everything in each room is perfectly proportioned, using scale models of floor coverings, furniture, even ash trays, cigaret boxes and flower bowls. Oil paintings range from the size of a postage stamp to that of a playing card.

A salesman or saleswoman takes a customer into the display, touches a button beside one of the shadow boxes. Immediately the lights come up and recorded sound delivers a brief talk by Clara Dudley, Alexander Smith color consultant, on how patterns and color consultant, on how patterns and color can be blended to produce gracious livability in a home. The Smith slogan: "Nearly right won't do in carpet colors" concludes the recording in each case.

This dramatic demonstration is considered to be most effective in selling. It was given a long try-out first in a home furnishings display in Rockefeller Center, New York City. Public attendance ran as high as 700 people per day. Now that a duplicate set of the "Talking Rooms" is on the road, getting advertising backing by local stores that use it, the company furnishes stores with promotional helps. Booklets describing the exhibit are dis-tributed. Postcards are handed out to visitors to encourage them to request Smith's



Skilsaw salesmen use a slow-motion cut-out saw to demonstrate the tool while it's running. This grips customers' interest and strikes some of them with the thought that Skilsaw must be good, for the company conceals nothing about its construction and operation.



"Guide to Rug Buying" and "Carpet Magic." Also there are blanks on which customers may ask Clara Dudley for individual help with decorating problems. But the big sales value of the enterprise lies in the dramatic demonstrations by sight and sound.

#### G-E Customers Take Part

Nobody pulls any rabbits out of hats when a General Electric salesman or dealer's salesman uses the G-E "Magic Demonstrator" for electric cleaners. But it's dramatic, if not magic. Sales Manager A. L. Atkinson—who used to be an actor—saw to that. And the company has found, after six months, that 80% of total cleaner volume from the St. Louis territory, for example, has come from the 40% of dealers who use the "Magic Demonstrator."

tor."
The demonstrator is a mirror-box kit that brings the cleaner up off of the floor to counter level. An actual cleaner is placed on top of the lighted box and operated at slow motion-by means of rheostat—so that a customer can look in the mirror and see exactly what goes on in the cleaner's action. A swatch of carpet is held against the suction mouth by the prospect so that she can feel the air power with the cleaner operating at full speed. Then dust or litter from one of the cans in the kit is spread on the swatch of carpet and semoved by the cleaner. At that point the customer is handed a lighted magnifying glass on an electric cord with which to scan the swatch to see how clean it is. This ties the customer to the demon strator to further grip her interest. And so the demonstration goes on, from point to point.

Since many people have the idea they must pay \$60 or \$70 for a good cleaner, the G-E job is to sell powerfully all of the quality points in its appliance even though prices range from \$29.95 to \$44.95. The "Magic Demonstrator" does this in dramatic fashion whether a salesman happens to be a whizz-bang or not. And the whole show is cut down from a long-winded presentation to about 12 minutes

A customer looks at one of Alexander Smith's "Talking Rooms" — an exquisite miniature with recorded sound that helps sell prospects in stores the Smith idea that "Nearly right won't do in carpet colors." Salesmen push a button beside each tiny room display and get dramatic aid in selling.

-even to three or four minutes if neces-

In order to help distributors' salesmen train dealers better, General Electric uses a service company to contact dealers in many cities. G-E has thoroughly instructed about 125 men of the service company. They see to it that the dealer gives the "Magic Demonstrator" a good break in store position and that he not only knows how to use it, but does.

#### Refrigerator Story in A B C's

"Simple but dramatic" describes the "Visualizer" which General Electric supplies for refrigerator dealers' salesmen to use. It's a flat board full of homely demonstrations to turn more or less complicated refrigeration principles into A B C's. The "Visualizer" hangs on the inside of a refrigerator door. Thus, when a prospect walks in to "get the inside facts" promised on beckoning display



Salesman using the General Electric cleaner's "Magic Demonstrator" gets the customer to take part in the show. Here she learns about the G-E "triple threat to dirt"—beating, combing and suction.

pieces, what is more natural than to open a cabinet door and find them right there? That's what the salesman does, with the

prospect in tow.

Snapped in place on the "Visualizer" board is a common paring knife to fix the idea of stainless steel. The salesman hands it to the customer (and tries to make sure he gets it back later) who already knows about stainless steel because she's familiar with stainless steel knives. Her mind is open for a sales point about the steel elements in the refrigerator. He hands her a couple of familiar rubber fruit jar rings to clinch the point about door sealing.

On the "Visualizer" also is a tiny old-fashioned fireplace and chimney. By holding a match or cigaret in the "fireplace" and watching the smoke flow up the chimney, the salesman shows why it was perfectly natural for the General Electric company to move its heat-removing compression unit from the "birdcage on top" of yesteryear to its present place in the base of the cabinet. The enduring economy of the G-E refrigerator is illustrated further by pictures and easy-to-read copy at the top of the display board.

Thus G-E salesmen use every-day ex-

Thus G-E salesmen use eve:y-day examples to hold customer interest and fix ideas. Men are not embarrassed by having to put on complicated demonstrations. The little stunts often excite a bit of admiration from the audience, and who doesn't like that? So salesmen enjoy using the "Visualizer." Says A. M. Sweeney, manager of refrigeration sales: "We believe the 'Visualizer' is the most effective sales tool we have ever used on a display room floor."

#### Fire! Now It's Out!

Walter Kidde & Co.'s fire extinguisher business might well be said to have grown out of a single demonstration—in London in 1919. A Kidde salesman needed something to rouse business among ship owners. So he rented a cargo ship; doused hold, bilges and engineroom with gasoline; invited a group of prospects down to the dock. Igniting the gasoline, he created a roaring blaze big enough to frighten everybody—including himself. Then he released



G-E refrigerator salesmen like to make simple demonstrations like this with the "Visualizer" which turns complicated points into plain ideas . . . for instance heat *does* rise like smoke in a chimney.



The advantages of teletypewriter service are as varied as business itself. In flashing specifications to a milling plant... speeding orders between branches of a brokerage house...rushing shipments from warehouse to outlet... and serving a legion of other needs, the accuracy and speed of typing by wire save minutes, money and misunderstandings.

A national Teletypewriter Directory lists thousands of businesses that use this service. Teletypewriter Exchange Service may prove practical and profitable for your business. A Bell System representative will gladly help you analyze your present communication set-up. No obligation. Call him through your nearest telephone office.



Walter Kidde salesmen with portable
"Lux" extinguishers in their kits can show their prospects in plant backyards just how fires of many sorts can be quenched quickly. But these are
"little" demonstrations. Bigger shows
are put on at the
Kidde factory.

a smothering cloud of carbon dioxide gas into the boat. The fire was out, the sales engineer was a "hero"—and Walter Kidde & Co. has been a firm believer in spectacu-

lar demonstrations ever since. Kidde men carry "Lux" portable units around with them; take prospects out into safe backyards of factories; start fires of all kinds and quench them quickly. It's an order-getting business.

But six times a year in a demonstration lot near the Kidde factory in Bloomfield, J., the company stages a pyromaniac's picnic for invited audiences. It runs a series of blazes in vats, dip-tanks, motorboat engine rooms, tank trucks, trans-formers, airplane engines and similar danger spots while loud-speakers tell exactly what's going on. It furnishes guests with score cards and pencils for recording the number of seconds required to extinguish each fire under a cloud of carbon dioxide gas and "snow" from Kidde equipment—and the time required by other types of equipment to do it. These are good memos to keep. The audience is

even invited to use "Lux" units and competing extinguishers on these blazes. It's pretty convincing.

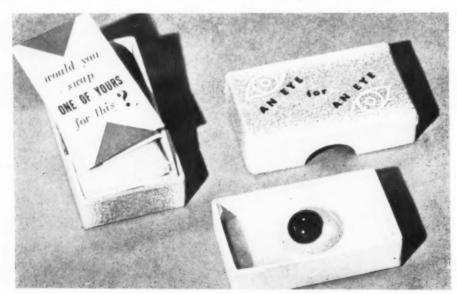
Cooperation of salesmen is always essential for these big demonstrations. of prospects are invited by mail and followed up by salesmen on the telephone. Chartered buses carry the guests from New York to the plant. Lunch is served at the half-way mark, and so on.

"A good number of large sales—some running into thousands of dollars—has resulted directly from these demonstrations," says Kidde's sales manager, Clifford Strain. So the company is about to start a demonstration truck around the country dramatically to help local salesmen and dealers clinch business.

#### Glass Eyes Help Sell "Specs"

When factory workers use more safety goggles, manufacturers sell more glasses to plant owners, more human suffering is prevented, more reductions are made in accident compensation. Everybody benefits.

Kidde main demonstrations for groups of guests at its own factory are "pyro-maniac's picnics" with big fires such as These are conducted several this one. times each year. Even the guests are invited to take part.



A glass eye and a booklet in this little box from American Optical Co., handed to factory workmen who don't want to wear their safety goggles, put more goggles into use. It's an indirect—but dramatic—demonstration that builds sales, helps men, and cuts accident costs.

So American Optical Co. uses a little demonstration stunt that gets more goggles into use.

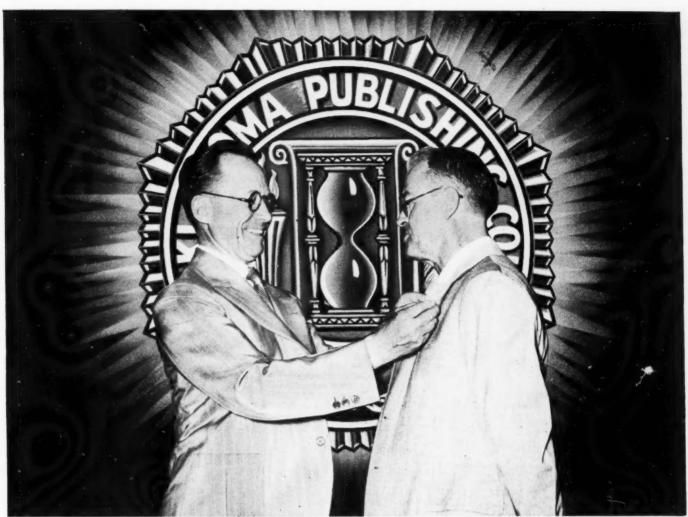
It supplies plant safety directors with little boxes marked on the cover: "An eye for an eye." Inside is a glass eye and a booklet headed: Would you swap one of yours for this?" The safety director walks around his plant looking for chronic evaders of company rules who do not wear their goggles because they think it would be sissy, or whatever. When he would be sissy, or whatever. When he finds one, a dialogue something like this ensues:

"Hello, Bill; did you forget to wear

"No, I didn't. If anything comes my way I can dodge it. I'm not going around wearing goggles all day."

"Sorry to hear that, Bill. Joe Johnson probably wouldn't have lost an eye last month if he'd worn his goggles. Well, if you're not going to wear yours, there's something in this little box you may need some day.

The safety director hands the workman the box and goes away. The glass eye and the booklet often do the job.



On April 22, President Gaylord, Oklahoma Publishing Co., presented 347 employees with emblems denoting 5 or more years service.

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Thirty-six years ago the home of The Oklahoma Publishing Company was a one-story, twenty-five foot frame building. Today seven separate properties, each setting a burning pace in the fields of newspaper and farm paper publishing, in radio and transportation, comprise a service empire that extends from end to end

of Oklahoma and out into the neighboring state of colorful Colorado.

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Eighteen top-notch salesmen act as an Advisory Council which twice a year meets with the Institute staff to review and initiate training plans.

## Nation-Wide Training School Rings the Cash Register for Kelvinator

The Kelvinator National Salesmen's Institute provides a training procedure which gets down to grass roots: It combines theory and practice, and it approaches the subject matter from the salesman's own point of view. Nearly 5,000 men had enrolled in it at the time this article was prepared.

UMBER of salesmen enrolled to date, 4,880.

Total quiz papers received to date, 20,156.

Number of salesmen graduated to date,

Number of reports of direct results to date, 9,865.

Percentage of quiz papers reporting results to date, 50.

Number of types of benefits reported to date, 15.

Such are the latest "vital statistics" of The Kelvinator National Salesmen's Institute, which is conducting a sales training course for Kelvinator retail salesmen that is notable in numerous respects.

#### "Knowledge Means Sales"

The Institute was an outgrowth of the National Salesmen's Crusade which Kelvinator originated and promoted last year. In that campaign, salesmen were told to do something; the Institute tells them how to do it. The slogan of the Crusade was, "Sales Mean Jobs"; that of the Institute is, "Knowledge Means Sales." It was the nation character of the Crusade, too, that prompted a national Institute. But while the Crusade idea was made available to others, the Institute is exclusively for Kel-

others, the institute is exclusively for Kelvinator salesmen.

The offer of such assistance was first made to Kelvinator distributors at their convention in December. It was enthusiastically accepted, and those distributors who signified their intention of cooperating were enrolled on a "Founders Roll of Honor," which was helpful later in win-ning the support of others.

The institute type of training having

been decided upon, Sidney Edlund, wellknown executive, author, and sales coun-selor, was made president, and William Rados, who had been a successful salesman and trainer of salesmen, was chosen to manage the Institute, direct its editorial policy, and supervise the work. Three other men were assigned to full-time work in the field, first holding one-day meetings to acquaint distributors and wholesale men the proposition, then continuing as field directors

Early promotional material included a group of charts; a tentative outline of the course which was sent to all zone, regional, and district managers; a question-andanswer book for wholesale men; and a comprehensive plan book which was sent

While Kelvinator was not interested in merely selling a course, the management felt that most men would value such a course more highly if it cost them some-thing. For this reason, an arbitrary fee of \$3.25 per enrollment was established. The Institute bills the distributors for this but recommends that they pass on part or all

#### Salesmen Helped Plan Training

Meanwhile, the course itself had to be prepared. And having determined to make it preeminently practical and helpful to the individual salesman, the Institute management began by selecting 18 leading Kelvin-ator salesmen and bringing them in to serve as an Advisory Council. These men spent two days at the Institute, discussed the kind of sales training course they thought would be most helpful, outlined their own best methods, and contributed more than 150 ideas that were incorporated in the texts.

Members of the Advisory Council serve for one year, during which time they meet twice at the Institute. For this they are paid \$100 and expenses, and the chairman, who is elected by committeemen, is paid \$250. All members of the Kelvinator Pioneer Club are eligible for this Council. In preparing the text books, Manager

Rados kept constantly in mind the type of salesman to be trained and the specific, personal problems and difficulties which he encounters. "We disregarded precedent and traditional methods of sales training, said. "Many such courses are written from the management's viewpoint. They begin by telling the salesman the history of the company, then drone away about the wonderful product, how many million prospects there are in the country, and so on.

#### "What's in It for Me?"

"We think it is well for the salesman to be sold on the company, all right, but that can come later. And, of course, he must know the product, but that is not the first thing he wants to know. Nor is he especially interested in the total number of prospects in the United States. working the entire United States. What he wants to know, first, is, 'What's in it for me?' Then he wants to know where he, personally, can go out and find a few prospects right away. He is anxious to get started. Admitting that he requires training, the fact remains that he cannot absorb all the advice at one time, regardless of how long he spends in the class room. He must get out and acquire actual ex-perience; he must bump up against actual problems that will prompt him to seek solutions; he must combine theory with

"So we begin by furnishing him a Primer for a quick start. And the first chapter of this Primer is entitled, 'What's in It for Me?' This is followed by 'Whyt Deshould I Sell the Lipse' and by 'What Deshould I Sell the Lipse' and by 'What's 'Yhat Deshould I Sell the Lipse' and by 'What's 'Yhat's 'Yhat' Should I Sell the Line?' and by 'What Do You Mean — Knowledge Means Sales?'
These chapters are calculated to sell him on his job, to answer those vital questions that are uppermost in his mind, to give



In seven weeks, an editorial page

campaign for Neutrality... brought requests for some 350,000 windshield stickers, sold 100,000 automobile tags at 5¢ apiece ... a significant instance of the reader influence of this newspaper... and of the reader affluence of its circulation! (in terms of car ownership)... A newspaper that can sell a worthy issue in a big way to this big market... can sell a worthy product!... And does—at a very low cost!... Investigate!

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New York • Chicago • Detroit • Philadelphia • Pittsburgh • Boston • Baltimore • Atlanta • San Francisco • Los Angeles • Seattle
OCTOBER 10, 1939

him a quick start. But, of course, he can't rush out and sell a product of which he knows nothing, so the next several chapters supply a minimum of product informa-The last chapter is about the company, but that, too, is presented from the salesman's viewpoint—'How Can I Use the Prestige of Kelvinator to Make More Sales

"The principles of specialty selling are relatively permanent, whereas products are changed annually. For this reason, we segregate product information in three texts and say very little about the products in the others, which are devoted exclusive-ly to practical methods of specialty selling,

with emphasis, of course, on selling Kel-vinator products."

Papers are graded quickly and accurately by slipping them in a folder mask and noting which checked squares show through the windows of the mask. The student's grade is then computed and checked on the front of the sheet by marking it excellent, good, fair, passing, or failure. There have been few failures.

Quiz papers are held two weeks or so, then returned together with a printed sheet giving the correct answers and the reasons therefor. The delay is to prevent one salesman from getting the correct answers and passing them on to others.

Each quiz paper bears the printed address of the Institute and the imprinted name and address of the student and has a gummed edge. It is mailed to the stufield supervisor, and regular reports are made by the Institute to district managers and to distributors. When a student fails to submit his papers on schedule, his negligence becomes known immediately and all and sundry begin to ask why. In addition to the course for retail

salesmen, the Institute furnishes cooperating dealers a carton of materials each month for three months to be used in conducting meetings. These aids include a pyramid portfolio of Kelvinator training charts, programs for meetings, envelopes of questions to be asked on each of the books, publicity releases, display materials, and others. The charts are also used in the showroom and in homes.

The Institute also distributes two slide films on Kelvinator products, but a separate charge is made for these.

Reports and analyses of results of the training course have been prepared from time to time as "proof of the pudding," which has been uniformly good. It has been so good, in fact, that numerous distributors have themselves prepared other exhibits and broadcast them to dealers and retail salesmen to urge them to keep up the work.



These stacks of salesmen's quiz papers represent just two days' receipts at the Kelvinator National Salesmen's Institute headquarters. At left, examining one salesman's answers, is William Rados, manager of the Institute.

The complete course consists of 11 books, each 8x41/4 inches, averaging about 40 pages. All books are illustrated by reproduced photographs and by charts and sketches. A "Study Schedule" is printed in the inside front cover. Each book is prefaced by a message from President Ed-lund. All books are personal, practical, and thorough. All stress the fact that knowl-

The Primer and Book I of the Salesmanship series both are calculated to help the new salesman get a quick start. The Primer has already been outlined; Book I is a brief, but complete, presentation of "The Institute Sales Formula," which gives him the gist of all the principles elabohim the gist of all the principles elaborated upon in succeeding texts. For example, a single chapter of Book I is devoted to overcoming objections, whereas Book IV is devoted entirely to this subject. Titles are: "Your Primer," "The Institute Sales Formula," "Your Sales Presentation," "The Showroom Demonstration," "Overcoming Objections and Resist-

tion," "Overcoming Objections and Resistance," "Closing More Sales," "Cashing In with Replacement Selling," "Using Your Time Profitably," and three product books on selling Kelvinator refrigerators, washers, and water heaters, respectively.

Each text except the Primer is accompanied by a quiz paper which must be filled out and returned to the Institute for grading and corrections. Quiz problems are of three types: Straight true or false, questions that necessitate referring back to the and questions involving recognition of the application of a principle. In any case, though, the student answers by making a check mark in a square provided for the purpose.

dent in a window-envelope through which his address shows; in returning it, he merely folds and seals the paper, where-upon it becomes a self-addressed selfmailer, requiring no envelope.

Each quiz paper also provides space for reporting any actual use made of informa-tion gleaned from the text. This is the source of some statistics quoted above, as well as of much practical and inspirational material published in "The Institute News," a paper sent to all Kelvinator salesmen.

The course is essentially a correspondence one, but distributors, dealers, and wholesalers are urged to hold classes and are furnished suitable materials for doing An enrollment card is sent in for each student, whereupon the Institute sends each a study kit consisting of the Primer, Book I, an Institute pin, and a portfolio designed to hold all Institute materials and assist him in organizing his work. Other books are mailed at 15-day intervals.

Requirements for graduation are submission of satisfactory quiz papers on all of the seven texts on applied salesmanship and on one product book. On completing the course, salesmen are awarded a parch-ment diploma in a genuine leather letter

While salesmen may enroll at any time, something of a class atmosphere is provided by setting definite dates for gradu-This also affords opportunity to prod laggards by urging them to send in their papers and finish with their class. Considerable pressure is applied, though,

before this. A record of each student's grades is kept at the Institute and by the

#### Concrete, Profitable Results

Specific results reported have been classified under 15 headings, ranging from in-creased knowledge to actual sales made as a result of applying an identified lesson learned. Here are a few examples, quoted from some of the hundreds of letters received from salesmen taking the Institute course:

"The course gives me increasing skill in leading the prospect to the closing rather than being led by the prospect."— Glenn H. Libbing, Auburn, Ind.

"I am really surprised at the results, especially in getting me inside the door and overcoming objections. I've had four and one-half years of selling experience with Kelvinator and know the product; but, of course, you must get in to tell people about it."—T. F. Morrison, Memphis, Tenn.

"Closed more sales by persistently selling after prospect said 'No,' and applying Step No. 7 at every opportunity."—James Morris, Aurora, Ill.

"Made a deal on a K6-39 by actually letting prospect read Chapter 8—Objec-Answers."-B. P. Rutherford, Seattle, Wash.

"From information obtained in this lesson, I made one sale that no doubt would have gone to a competitor. By having more knowledge of the construction of Kelvinator, I have been able to make a better presentation and succeeded in making two sentation and succeeded in making two sales last week and locating several pros-pects. Thanks to your suggestions 'Be an Explorer' and 'Be a G-Man.'"—Ervin B. Warner, Canby, Minn.

"In former sales interviews I found my prospects interested. From reading the text-book carefully I have been able to work out a story that is interesting and gets results. By my 'ability to convince a prospect that she can afford Kelvinator,' I was aided in closing a sale on a K5-39 this week."—Arthur Snyder, Uniontown, Pa.

"Example (of how the text has helped me): I used the example of the dollar watch in comparison with the Hamilton I wear and made a Kelvinator refrigerator sale, thereby overcoming mail order house competition."—Robert C. Johnston, Newcompetition."-burgh, N. Y.

"Developed 40% more prospects than formerly."—C. C. Garrick, Webster, S. D.



## FOR FARMERS?

JUST a minute! Don't you realize that farmers buy nearly a fourth of the gasoline used in this country—and good gasoline too?" We nodded as Mr. McElroy of the Ethyl Gasoline Corporation snorted.

"No gas for farmers! You might have talked like that five years ago. Farmers did use a lot of low grade fuel then—and some of them still use it in old tractors. But in five years the sales appeal on tractors has reversed itself. There were no high-compression tractors in 1934. Tractor advertising said, 'Will burn any kind of fuel.' Tractor advertising now reads, Burns 70 octane gasoline - gives full high-compression power.' During the next twelve months it is estimated that 70% of all tractors sold will be high-compression tractors! Yes sir-the farm market is distinctly grade A market for us."

Smart advertising, Ethyl! You knew that talking UP to farmers would create a brand new market for good, regular grade gasoline, because you found that modern farmers are eagerly seeking-and quickly respond to-new ideas that shorten labor and fatten profits.

And smart editing brings the same amazing response to The Country Home Magazine. Take the article, DIXIE SWEEPSTAKES, as an example.

An inspiring story of a private effort to rehabilitate poor Southern tenant farmers, its publication in The Country Home Magazine put this plan in the international spotlight overnight!

Thousands of letters from heads of local governments. chambers of commerce, railroads, merchants and manufacturers . . . pleas for more information from a dozen foreign countries . . . unsolicited contributions . . . nationwide reprinting, from The Readers Digest to unnumbered country weeklies . . . here was publicity, help, action beyond the wildest dreams of the plan's sponsor!

It happens right along—because we don't talk down to the farmer. More and more advertisers are finding that this modern attitude toward rural America can achieve the same startling results for their product.

#### HERE ARE SOME 1939 ADDITIONS\* TO THE LIST OF THOSE WHO DECIDED TO TALK

ALUMINUM COOKING UTENSIL CO. (Wear-Ever Aluminum) ANHEUSER-BUSCH, INC. • BRIGGS & STRATTON COMPANY
• CALIFORNIA FRUIT GROWERS EXCHANGE (Sunkist) • CENTAUR COMPANY (Fletcher's Castoria) • DELCO REMY CORPORATION • ELECTRIC STORAGE BATTERY COMPANY ("Exide" Batteries) • EVANS PRODUCTS COMPANY • JOHNS-("Exide" Batteries) • EVANS PRODUCTS COMPANY • JOHNS-MANVILLE CORPORATION • KAY JEWELRY STORES • METRO-GOLDWYN-MAYER • NATIONAL CARBON COMPANY (Eveready Flashlight) • PERFECTION STOVE COMPANY (Superfex Refrigerator) • QUAKER STATE OIL REFINING CO. • WESTCLOX • WINCHESTER REPEATING ARMS CO.

\*New to The New Country Home Magazine.

and don't forget to talk! don't talk down "Country Home Magazine

"Obtained sale by using Economy story."

-W. H. Albers, Kiel, Wis.
"Sold a K6-39 by complete story on sealed unit of Kelvinator-its piston compressor—with Kelvinator experience in building this type of unit."—J. D. Sherck, Detroit, Mich.

' method spelled an order Yes, but-I thought I didn't have a chance of getting, and this was against a \$50 difference in price."—Harold Meicerean, Bohman-

Warne, Inc., Hagerstown, Md.
"Closed the sale by use of the 'E' in
HELP."—H. J. Beckham, Duke Power
Co., Lancaster, Pa.
"I have sold a K8-39 through use of

the 'Ham and Eggs rule that features and benefics go together.' "—John H. Sundy,

Followed suggestion on page 6. Made 20 calls on a certain street. Result: Sold K-39 and secured two evening callbacks, which I expect to develop into sales, I find explanation of Polarsphere very helpful. I feel this information is something we have needed for a long time and

have never been able to get before."—
L. J. Gardner, Sandusky, Ohio.
"'Make the Objection the Reason for Buying.' When the prospect said, 'We don't need such a good refrigerator; they cost too much,' showing her a K6 and

telling the advantages and additional features of this model over the lower priced refrigerators resulted in a sale of a K8 for cash."—Elmer R. Springer, Fisher, Ill.

Talked with more confidence. Prospects seemed to know and sense this positive knowledge of my product. Eight sales last

week."—H. H. Orr, Jr., Greenville, S. C.
"A good many nights I have seen the
hour hand pass midnight while working on my sales courses. After approximately five months I readily see that loss of sleep frem study, plus putting into action the theme of the course, has paid me profits

I did not realize possible.

"My sales in that five-months period have totalled in excess of \$17,000. Please note that Clovis and its trade area that we serve with the Kelvinator dealership has approximately 18,000 population. big percentage of my sales have been made to rural consumers, who number only 244. A total of 88 refrigerator sales gives me a nice percentage of sales against actual

prospects.
"I feel that my success in selling can be attributed in its entirety to the sales course and the product. May I state that any salesman who will put into action the course furnished by your office cannot help but be a success."—A. W. Graham, Barry

Hardware Co., Clovis, N. M.

write an order for any of our products is no test of salesmanship. The test comes in ability to increase the order. Presentation, on a base of good appearance and personality, gains attention. Here we keep in mind that the customer is in-terested only in "results and more profits," and that the salesman should give the customer a "handle," a sales sentence or angle,

less a factor in our increased sales of recent years than "plus" quality of product. To

customer; or he should give him new ways to manipulate equipment or material for better results.

Under knowledge of product and photography should be included a fundamental grasp of the technique of photography.

by which he can sell the product to the

Ability to close is the key point of the stire chart. More sales are lost because of an inability at this point than for any other insufficiency. It is simple - know when to quit talking and have the courage to ask for the order. The close is easier if in the beginning the salesman lets the prospect know that he came for the definite purpose of getting an order. He should let the customer see the order book during the presentation, and, if opportunity presents itself, even fill in the name of the customer, so that he knows the salesman ex-pects no less than a sale. The salesman should place the burden of saying "No" on the customer.

On loyalty everyone gets a full score. Scoring vision and imagination is based on a consideration of what is the sales man's goal. Is he striving to equip himself with further knowledge about everything that relates to the company business so he will be able to accept additional responsi-Progress in this category depends on his ability to observe closely and report promptly: (a) Need for additional items to supplement and help the sale of other Agfa products; (b) trend of merchandising; (c) effect of company advertising on the market; (d) suggestions of worthwhile things the company can do to benefit the trade, and, in turn, to increase the sale of the company's products; (e) the salesman's ability to be of assistance to his accounts by suggesting merchandising ideas, making demonstrations, etc.

Organization for economy does not mean simply economy in the expense account, though it includes that. economy of effort and time. How does the salesman schedule his work? When leaving his home or hotel in the morning, does he have a list of the calls he is going to make-a carefully thought out list which he made the night before? Does he know exactly what he intends to accomplish during the day? Does he leave samples of the items which he is going to demonstrate when calling on a given account? Is he concentrating on the most important outlets in the market in which he is working?

Attention to detail includes the daily report blank, expense account, new accounts, credit references, demonstration and com-plaint report blanks; details as to obstacles that prevent the sale of company merchan-

Definite effort is measured by these criteria: Does the salesman make given calls for a definite reason, and does he attempt to obtain a definite "plus" for the We insist on the salesman's reflecting in daily reports the purpose of his calls and the results obtained. This is to calls and the results obtained. This is to get the salesman to sell other items than those he has been selling to that customer the "plus."

While a prospective salesman with a score of 58 might be hired, and one with

#### Spotting the Salesman's Faults and Training to Correct Them

This simple ten-point scoring plan has proved its usefulness in helping the management to develop well-rounded sales ability. It provides an easy means for keeping constantly before the salesmen the necessity for special effort along certain definite lines.

#### BY CALVIN WHEAT

Branch Manager, Agfa-Ansco Corp., Kansas City, Mo.

SIMPLE ten-point score sheet which periodically rates salesmen on ten factors I consider indispensable to success in selling our products\* is serving as an efficient guide in the training and supervision of our field men. score sheet, made up for each man once a year, is equally helpful to the men themselves in cultivating an appreciation, on their part, of the need for well-rounded sales effort, with special emphasis on better work-planning.

In the case of a new man we are hiring,

each man scores himself on each point as I discuss it with him. Later, I score him periodically so that both of us can have a basis for judging his rate and degree of progress.

The producing salesman's daily report is checked against the ten-point chart con-stantly. In addition, at the end of each month we make an analysis, from the daily reports, of the number of calls, percentage orders to calls, mileage, mileage per call, and finally the dollars-and-cents cost per call. Results are compared with those of other salesmen, and, with the man's individual chart score as a background, weaknesses of his selling as revealed by the analyses become the subject of active supervision, through correspondence and direct

(Our men, I might explain, all have territories within a radius of 1,000 miles of Kansas City and all work on straight salary and expenses.)

Here are our ten points:

- Personality and appearance.
- Presentation.
- Knowledge of our products.
- Knowledge of photography.
- Ability to close.
- Loyalty. Vision and imagination.
- Organization for economy.
- Attention to detail.

Effort.

The first five tie in closely with the five principal points of salesmanship-attention, interest, desire, proof, and close.

In my opinion, salesmanship has been

<sup>\*</sup> A general line of photographic material and equipment for the professional and amateur photographic trade.



#### . . . brings a <u>new</u> beauty to your office

A miracle in your office? Yes! Engineers schooled by Thomas A. Edison himself have enabled you to perform a miracle with one square foot of floor space. In a twinkling this brand new Ediphone transforms your office into a modern room.

A shaft of simple beauty—it becomes the central point of design. From its scientifically designed "sure-footed" feet to the disappearing cover it is streamlined perfection. But more miracles happen! You become a changed man once you take up Edison Voice Writing. You dis-

cover time to do more—you double your present capacity for important work. Details...routine...they melt away!

It's now no trouble to remember (the Ediphone remembers things for you). Amazingly, too, your secretary's disposition improves (she can work without interruption). This new floor Ediphone ends for you the office "war of nerves". Hear more about it! Telephone the Ediphone (your city) or write Dept. S10, Thomas A. Edison, Inc., West Orange, N. J.



SAY IT TO THE

Ediphone

## Here's a "DOUBLE-BARRELED



## )) WORLD'S LARGEST RURAL MAGAZINE (6)

WASHINGTON SQUARE PHILADELPHIA, PENNA.

September 25, 1939

Sales Management, Inc.

EXECUTIVE OFFICES

420 Lexington Avenue New York City

In our consistent use of Sales Management, we have been motivated very largely by the feeling that sales executives are keenly interested in advertising as one of their important sales tools. Publishers' advertising to them, therefore, has a "double-barreled" opportunity to soors.

In other words, we not only expect to create the normal "consumer response" through the interest of your subscribers in our product; we also count upon the instinctive and professional interest which sales and advertising executives take in good advertising and promotion ing executives take in good advertising and promotion per se.

Pundamentally, this reasoning underlies all of our business paper advertising, and I believe that publishers' advertising, expertly prepared, is particularly effective with Sales Management's critical audience of sales and advertising expertises. advertising executives.

Cordially yours,

FARM JOURNAL and FARMER'S WIFE

Enhambetterson

Graham Patterson-m

## OPPORTUNITY to Score"!



As consumers—of millions of dollars worth of national advertising—Sales Management's 10,000 sales and advertising executive subscribers respond to the aggressive advertising of your market, your medium.



As judges of good advertising, of skilled sales promotion—in short, of your consistency in promoting your product through business paper advertising the way they promote their own products through consumer advertising—these executives are your severest critics.... They're keen on a well planned and executed campaign—that's their business! They know and appreciate a good sale when you make it in these pages. Their applause is the "okeh" on schedules that help keep the wheels of distribution turning.

To Graham Patterson, master publisher and grand salesman, our thanks and compliments. . . .

Thanks, for so succinctly stating a fundamental of business paper advertising. All advertisers in Sales Management count on the "consumer response" which Mr. Patterson so aptly dissects from his double-barreled objective. Some there may be, however, who have not fully visualized the second objective—the appeal to the professional interest of our subscribers. That approach is as old as selling. It gets under a man's skin, like eighteen holes of golf, or a day offshore where the big fellows are jumping and big deals are played for a kill. It is an appeal based on a similarity of interests. It is unique in this sales/advertising field—a characteristic of business paper advertising possible only where the buyer (our sub-

scriber) is also a practitioner in the same art printed salesmanship.... We recommend this to the earnest consideration of the media executives now advertising in Sales Management, and those who will be shortly.

And to Graham Patterson, compliments for the outstanding record of Farm Journal and Farmer's Wife under his direction. A merger crowned by "the largest rural magazine circulation in history" as his own advertising in Sales Management proclaims, is its own best proof of accomplishment.

In conclusion, may we say, with Mr. Patterson, that "publishers' advertising, expertly prepared, is particularly effective with Sales Management's critical audience of sales and advertising executives."

Media executives who have not seen the widely discussed study "A Scientific Copy Test," will find in it practical suggestions for creating effective promotional copy. 300 sales and advertising men wrote it. Write Sales Management for your copy. Sales Management

The Magazine of Modern Marketing

a score of 61 rejected, the total score is generally indicative of the prospective salesman's ability. In a case or two the man with a score of 58 may have a fairly good score on all points, in which event he is likely to improve; the one with 61 may score dangerously low on one vital point, such as ability to close.

As a matter of fact, ability to close is

As a matter of fact, ability to close is the hardest point on which to secure improvement of salesmen. Presentation is the easiest. Knowledge of product and of photography are institutional; and failure of a salesman here would be a failure of the manager to instruct properly.

#### How 8 Men Measure Up

How training and experience improve the standings of the men is clearly indicated by the four typical scores, 1938 as compared with 1937, shown below. Every one of these men raised the total of points scored; and, in general, each made most improvement on the points on which he had scored lowest in the previous year. Each of these more experienced men showed marked improvement over the untrained novice—see scorces of four typical new men, included as a basis for comparison.

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Let's take the case histories of two of the men, C and D, which are typical. C had an increase of four points in 1938 over 1937 in his scoring chart and showed a 25% increase in business. D, with an in-



Kaulmann-Fabry

The call is over . . . yet before he goes the Agfa-Ansco salesman spends a few more minutes in outlining to the dealer the purpose of his next call on him. And that same information goes into the salesman's working book of towns and dealers —a reminder of future plans and aims.

crease of six points, increased his business 33 1/4 %.

One of the points on which D showed improvement was organization for economy—planned work. His low score on this indicated to us that he needed supervision on this point more, perhaps, than any other. This is one of the chief benefits of the chart. With it constantly in front of me, I know what to watch for in reports, and what to emphasize when I meet and work with the men in the field.

#### Spotting Strength, Weakness

In the case of D, three sections of his market already were producing a fairly high percentage of business for Agfa. The other two were producing less for the company. Obviously, effort expended in the last two territories would produce more results than in the others because the potentiality was greater.

On the other hand, C, who increased his business only 25%, had considerably more traveling expense than D. He made the same number of calls on customers who were using a large amount of Agfa products as on customers who were using ouly half or a fourth as much as they might. He didn't plan his work to get oftener to those outlets where the possibilities were the greatest.

D called on his high percentage users sufficiently, but arranged his route and time to be more with the dealer from whom he could hope for an increase in the size of orders. C's increase came from a number of outlets and was not large in any one section. D's increase came from two sections

and it was large. Neither needed so many calls where the saturation was high.

In connection with organization for economy, the salesman gives me a three-month itinerary: where he is going to be and stay, with dates of stay. In addition, he prepares an alphabetical list of towns followed by an alphabetical list of dealers in each town. The itinerary immediately makes for

The itinerary immediately makes for economy in mileage. But it has other purposes. We know from his advance itinerary where he is working—and why. It enables the branch office to inform new prospects or old customers regarding the time when our man will be able to make a personal call. This is particularly advantageous in the case of inquiries regarding the establishment of new accounts, complaints, or the reported need of assistance by any given account. It makes possible my planning to meet the salesman at a point on the route that will be most advantageous.

Under each name in his list of dealers the salesman must note, in advance, the purpose of his sales call and the status of the customer as a user of our products. A salesman, as he is about to leave a dealer, tells the man the sales purpose of his next call on him, and does not forget to put this reminder also into his working book of towns and dealers.

#### Writing Helps Make It So

This list of objectives reflects the salesman's knowledge of his territory and its potential sales possibility. It makes it possible for the branch manager to call to his attention objectives in the market that may have been overlooked, and to suggest certain activities in connection with a given account, ideas that the branch manager might have that will be of value. These suggestions are made in advance of the date on which the salesman reaches a given destination. This definition of objective has a psychological purpose. The salesman goes on record regarding his ability to accomplish a given task, and he is in no danger of lacking a theme or a plan for his next approach.

In the monthly analyses of salesmen's efforts, comparisons of calls to orders are made and commented on.

In one comparison of two salesmen, the average sale of one was much higher than that of the other. The answer, as we pointed out in a letter to the salesman who had the lower average: "You have either been calling on and spending your time with accounts whose potentials were low, or you have been presenting your story in such a way that the dealer has been giving you 'complimentary orders,' or orders for fill-ins.

"On the other hand, you may not have been spending sufficient time with the worth-while accounts, allowing them to give you small orders instead of a representative order."

The scoring charts of these particular two salesmen showed totals of 61 and 75. The high producer scored higher particularly on ability to close, vision and imagination, organization for economy, and effort.

The rating chart makes clear to both the

The rating chart makes clear to both the salesman and to me the existence of any need for improvement. By using it, the branch office in effect takes the salesman into its confidence, which enables us to work toward a common goal. Attaining improvement where the chart and sales results conclusively show its need—by pounding home the idea through correspondence, contact, and actual sales demonstrations on the salesman's territory—that is my job.

THE MAN WHO SITS AT THIS DESK HAS

# "Gone to Sea"



You can hear the First Lord singing it now, that bumptious, tongue-fluttering ditty of Gilbert's from H.M.S. Pinafore:

If your soul isn't fettered to an office stool Be careful to be guided by this golden rule! Stick close to your desks and NEVER GO TO SEA And you all may be Rulers of the Queen's Navee.

No musical Lord of the Admiralty could ever sing such a song about a Cramer-Krasselt man, for every last man on the Cramer-Krasselt staff regularly "goes to sea". Cramer-Krasselt men don't spend their days fettered to an office stool, sucking a pencil and staring at the wall. They know that such a regimen may produce "Rulers of the Queen's Navee", but it won't produce ideas for advertising that sells. • Day in and day out, you'll find many an empty desk in our offices. The men who sit at them are out of the office into the field, looking, hunting, studying, interviewing, thinking face to face with their problems. When they do return to their desks they return with enthusiasm, first-hand information, and understanding of the job they have to do. • No advertising man or his agency can diagnose and prescribe for a case he hasn't studied with his own eyes, explored with his own hands. Do you believe that such a man as this, with associates like this, could serve you sincerely and well? If you do, let us get together and talk it over.

#### THE CRAMER-KRASSELT CO.

Advertising MILWAUKEE

Advertising is the bridge that smooths the way to wider markets. The Cramer-Krasselt Co. are



advertising bridge builders with 44 years of experience. Builders of bridges that build business.

Convright, 1939. The Cramer-Krasselt Co



Kaulmann-Fabry Photo

No awkward pauses . . . no fumbling for the right word is likely to impede the progress of the New Haven Gas Light Co. salesmen. The men learn facility in conversation by making short extemporaneous talks to fellow salesmen — on subjects as varied as the world is wide.

## "Sales Personality"—How We Help Our Men to Cultivate It

Here's a sales executive who believes you can't make good salesmen by the simple process of cramming their heads full of product information. Equally important, says he, is the development of such elements as poise, confidence, and gracious manners.

Based on an interview with

#### P. J. NASCHOLD

Sales Manager, New Haven Gas Light Co., New Haven, Conn.

IRING a salesman, this company believes, is a large and generally needless expense. Barring certain weaknesses of character, which usually should be discernible prior to hiring, a salesman should not be fired: His ability should be developed. And we believe that the essential part of development lies in building up and improving the thinking ability and sales personality of the man or woman who is selling.

In this organization, therefore, we are constantly pursuing training methods whose primary purpose is the development of paire.

Poise, with all the word implies, we believe transcends in importance a factual, technical knowledge of the products a man sells. The interested salesman will recognize that such knowledge is necessary and available; usually he will absorb it quickly and thoroughly. Without product data a man can sell nothing; but facts alone

have rarely sold anything. They will not make of the novice what the educators call "the whole man"—who is also the ideal salesman.

salesman.

In developing poise, we look first to good grooming, good manners and good grammar. In urging the men to improve in these respects, we never mention a fault individually to a man, and we never present these suggestions collectively in a way that will embarrass any man. The correct and desirable methods are presented in a general way. To further good grooming, we mention from time to time that the well-groomed salesman is clean-shaven, has a clean collar, polished shoes, neatly pressed suit, carries a clean handkerchief and has a clean hat band. We continually tell our men that good grooming helps to win their sales battles.

We discuss such words as "combustion," "compression," explaining their meaning, asking each man to tell — in his own words

— the picture the word presents to him. We thus induce the men to use and become familiar with such words which add to their selling ability.

To further good manners, we emphasize the various accepted rules of courtesy rules most men know but which many, through carelessness, neglect.

We look also to their grammar and diction. The other day, for instance, we put the words "faucet" and "roof" on the blackboard and gave the correct pronunciation, since New Englanders are likely to call these "fasset" and "ruf." We continually listen for and discuss similar bad usage, as a result of which this phase of development has been most successful. Thus, gently, do we induce salesmen and women to accept and appreciate the power of words.

During the daily 8:30 a.m. sales meetings I frequently call upon John Jones or Bill Smith, asking him to come to the front of the room and talk for three minutes. He may talk on any subject under the sun—horse racing, baseball, his flower garden, his vacation, his work, his children. When we first started this practice many of the men were embarrassed and bewildered. It was difficult for them to talk three minutes! Practice has so developed ability, however, that I know any man on this staff can now respond to such a surprise request and give a short talk which is a credit to him and to the company. These unexpected demands have given

These unexpected demands have given salesmen poise under varying conditions. They have taught the men to meet emergencies, to think quickly, and to maintain calm at all times.

Sometimes we assign to certain men defi-

## It's the HE and the SHE of it!

If somebody will lift up the corner of a convenient incinerator can, we'll drop a couple of Alleged Thinkers into it.

What we mean is this: We keep hearing that there's no more housekeeping to be done. Just plain nonsense.



Sure your grandma had to get up early and milk the cow and make the soap and set the bread. And after whipping a stubborn wood stove into a whimper she'd start the preserves boiling.



But we know a little new-day wife who could make her grandmother scream for help. This young modern works eight hours a day in an office. And after that, for another eight hours, she keeps house—and glories in it. Why, she wouldn't trade you a minute of that second eight hours for all the emancipation of women in the book.

Furthermore, she doesn't intend to keep up that business grind all her life. One of these days, she hopes, she'll start buying pink-and-blue ribbon and be so gloriously happy about it that every



"career" girl from here to breakfast will grind her teeth in frustrated envy.

Then the housekeeping will begin in earnest. This little missus will have to learn ten thousand things grandma never knew about. Her house will be cleaner, better managed, run with more brains but with no less attention or concentration. Her chances of bearing and saving her child are far better than in the '90's —because she knows how to do things.

WHERE DOES SHE LEARN ALL THIS? How does it all happen? Well, she gets some of it in school. She gets more from her mother. Not much that's new, however. The government may furnish her with a pamphlet or the services of a Miss So-and-So-who-has-a-theory.



But mostly this grand little realist will turn to a good woman's magazine. An "old-fashioned woman's" magazine, if you will. One that still believes in kitchens and washing machines and brooms and things.

SHE WON'T TURN DRUDGE. She won't forget her rouge and nail polish. All that is in the same magazine.

But she'll make papa's salary roll two ways to the penny. She'll cut corners and turn tricks that will strain your credulity. She'll find out the best brands and how to buy 'em—the best methods and how to apply 'em and the best bargains and where to get 'em.



HE WILL BE AS PROUD OF HER—and as careless about showing it—as grandpa was. He will go on being a man and She will go on being a woman this generation and, it is to be hoped, for a couple of thousand generations more. God bless 'em both!

Good Housekeeping Magazine, with all its testing and all its guaranteeing of the products in its pages, is glad to be the source of what *She* seems to have learned so suddenly.

And a hundred years from now Good Housekeeping may go the way of Godey's Lady Book or it may be delivered by rocket cars. But then, and long after then, there will still be some enlightened way of helping the "She's" be the kind of housekeepers that make the "He's" the same lovable, clumsy and dependable partners in the only really important business in the world.

the Publishers
GOOD HOUSEKEEPING MAGAZINE

Good Housekeeping Magazine awards a Seal of Approval to household appliances, equipment, utensils, soaps and cleansers which pass the GOOD HOUSEKEEPING INSTITUTE tests for quality, efficiency and service . . . Likewise, foods, cosmetics and a limited category of pharmaceutical supplies which meet the chemical and "practical-use" tests of GOOD HOUSEKEEPING BUREAU are privi-

leged to display the Bureau Seal of Approval . . . The GOOD HOUSEKEEPING ADVERTISING GUARANTY appears in each issue of Good Housekeeping on page 6. These unique services have instilled a reader confidence which is largely responsible for Good Housekeeping's outstanding advertising success. Today it leads all other monthly publications in volume of advertising.

#### Sales Training Film Material Appears in Section III

Because it seemed more logical to handle all sales training film material with films of advertising and publicity character and films dealing with dealer and jobber rela-tions, editorial reports of what leading companies are doing to train men through the use of industrial motion pictures or slide film programs are included in Section III of this issue. See Page 44 and following.

nite subjects on which they are to speak at these meetings. These subjects may con-cern anything from baseball to selling. Our purpose in assigning subjects is to induce the men to do better word planning, to make their words count for more. After all, words are our most important tools.

Another means by which we develop ability is to so plan daily sales meetings that salesmen must get up on their feet and participate. Regularly, we write certain well or little known sayings on a blackboard, such as "Merit sooner or later is reflected on the payroll," asking one man to stand and read it, and others to talk briefly on the theme. Another example of such an activity is a recent sales contest built around banking procedure.

At various meetings we may ask each man to rise and give the number of gas ranges he has sold during a given period of time. Or we ask each man to tell how he handles a given type of prospect.

Another activity contributing to this development program is the New Business Gas Sales Association, limited to employes of that department, manufacturers' repre-sentatives and others who are closely allied with the department. The object of the Association is the development and furtherance of plans and policies of a business, educational, and social nature, so formed as to encourage employes of the department to take a lively part in its activities in order to develop their worth to themselves and their usefulness to the department by becoming better salespeople; and, by cooperative effort, to increase the value of the department to the company.

This Association has between 45 and 50 members and is operated entirely by employes, who pay into its treasury 15 cents each payday. Originated in 1932, officers call upon various members to speak, invite outside speakers, and conduct informal sales sessions during which the salesmen discuss their experiences. The Association meets each Wednesday morning in place of the company's daily sales meeting.

Under this system of development, our men have no reports to make and no bookkeeping to do. From my 15 years' experience as a salesman, I believe that daily reports - the assignment of a given number of leads daily, and other record-keeping - are often futile. I can remember when I was assigned 30 prospect cards a day. I could require similar control in this organization, but I feel that I would be creating an organization of chiselers.

One of our major problems is to get our men to work during the evening, because a major gas appliance is usually bought jointly by husband and wife. We could have a card system requiring each man to call each evening on a given number of prospects. The salesman would call or not, depending upon the amount of his honesty and the limits of his time.

The only record in which we are interested is a man's record of daily installations. Daily sales figures are not considered particularly important since some sales do not mean actual installation.

We do not force a man to work every day. If vacation today will improve his work tomorrow, he gets the day off. Only the other day one of our good salesmen came to me and said, "I'm just down at the heel today! I don't seem to get started.' Instead of forcing him to make business calls that day, I sent him home to work in his garden. All that I could have said to him that morning would not have produced a good day's record. The next morning he returned full of enthusiasm and chalked up a good day's work. If a man wants to go to a baseball game we let him go, knowing from experience that he will do better work the following day.

In developing our salesmen, we have tried to understand their desire to improve their position in life, perhaps to become one of the toppers in the company. I know that every man in this organization
—whether he is willing to admit it or not looks forward to advancement. That desire must be considered by every sales man-

When I first became a salesman, the veteran employes were apt to look down upon me, to minimize my position with the company. Now, as sales manager, I insist that every person in this company, regardless of position or schooling, be considered and treated with equal importance. During our daily sales meetings we call in, in turn, the 45 members of the entire sales and office organization, a practice which has made all employes — from the president to the porter — well acquainted with one another, and which has brought about mutual understanding. A newcomer to our organization

must be treated in a friendly way and must be made to feel immediately that he is an important part of our company.

Not long ago we hired a young woman for floor selling. Worried over the possible acceptance she might find here, she told me at the end of her first day that she had never before been so well received and made to feel so important in any organization. To develop the ability of this young woman, we assigned her to various departments and finally placed her on selling. She has progressed so well that we appointed her contest editor for a recent contest which reached 50,000 persons.

What are the sales results of this liberal

development program? Practically every promotion activity of the company exceeds its quota, and turnover in the sales organization is practically non-existent. We aim at about \$18-20,000 annual sales per man, but we have ten or so who sell from \$25-30,000 annually.

One end of our sales room is devoted to trophies and awards received over the past several years for outstanding sales records. For three years the company held top position in its division in the American Gas Association's refrigerator campaign. Every man and woman working either in a district or on the showroom floor has qualified for a Servel Star Salesman button, indicating the sale of 100 or more Servel refrigerators. Leader in the field is Chester T. Norback who closed one recent year with 177 sales and who won a gold "500" Servel button. Over a period of five years these men and women have showed an average annual increase of 20 refrigerator

This company has also received New England Gas Association awards for highest sales records in its meter class for refrigerators and automatic water heaters, in addition to awards from various manufacturers for top sales in their products.

#### Sales Management Articles on Training Salesmen

"Adohr Trains Route Men Through Ouestion and Answer System," August 1, 1939.

"Sugar-Coated Sales Training for the Tire Dealer and His Men," July 15, 1939. "Man-Building Methods That Maintain an Average of 1 Sale in 3 Calls," June 15, 1939

"The 'Don't Know and Don't Care' Girl Behind the Retail Counter: What Lelong

Is Doing About Her." June 1, 1939.
"Smart Merchandising and Fashion Tie-Ups Multiply Volupte Sales," April 20,

"New England Gas Association Spon-Cooperative Training," March 1,

"What Better Sales Training Has Done for the Milk Industry," February 15, 1939. "The Ticklish Job of Re-training a Staff of Seasoned Salesmen," January 15, 1939. "New England Coke Finds Coal Deal-

ers Hungry for Sales Training," Novem-

ber 15, 1938.
"What a 'Scrub Team' Sales Force Is
Doing for Hall Brothers," November 1,

"The 'Career Idea' in Sales Training: Why Armstrong Men Stick and Succeed," October 10, 1938.

"Does Sales Training Pay?," October

10, 1938. "Why Victor Often Drafts Top-Notch Men for the 'Missionary' Staff," October

"Marginal Territories Are Pro Ground for Prospective Salesmen," Are Proving tober 10, 1938.

"The ABC's of the Successful Sales Training Plan," October 10, 1938. "Methods 215 Companies Use in Train-ing Salesmen," October 10, 1938. "Chevrolet Looks Ahead: Offers Train-

ing Course for Dealers' Sons," September 15, 1938.

"Seventeen Do's and Don'ts' for Training and Stimulating Men," April 20, 1938. "Bird Standardizes on Slide Films to Train Jobbers and Salesmen," April 20,

"Why the Paraffine Companies Have No Salesmen's Turnover," March 15, 1938. "Sales Training, Advertising, and Drive

for Better Dealers Pull Fisk Tires Out of the Red," November 15, 1937. "Aetna Seeks to Raise Professional Level of Insurance Agents with Intensive Sales Training," October 10, 1937.

"A Self-Help Plan for Improving the Technique of Your Men," October 10, October 10.

"Salesmen's 'Laziness Test' Helps Mills Novelty Salesmen Spot and Correct Their Shortcomings," October 10, 1937.

"Specialty Sales Tactics for the Salesman Who Sells Staples," October 10, 1937.

"Chevrolet Bolsters Quality Drive with Sales Training 'University'," September 1, 1937.

THE OREGONIAN...THE THREE-MARKET NEWSPAPER!



3 IN 1 —that's the market story in the prosperous Oregon country. Three divisions of one productive area—and The Oregonian does a selling job in all.

Market No. 1 is Portland, with 40% of the total retail sales volume and 44% of The Oregonian's circulation. No. 2 is the 40-mile zone, with 23% of the total retail sales and 28% of The Oregonian's circulation. No. 3 is the balance of the market, with retail sales of 37% and Oregonian circulation of 28%.

Note how one newspaper—The Oregonian parallels its circulation with sales opportunity. Note, too, that this 89-year-old newspaper continues to show its heels to other publicationswith the largest daily circulation in the Pacific Northwest.

One big market—one dominant newspaper. Get all three ripe, red tomatoes on the Oregon stem. Sell the entire Oregon country with The Oregonian.

#### OREGONIAN LEADERSHIP INCREASES!

Publishers' statements for 6 months period ending Mar. 31, 1939, show Portland newspaper circulations as follows:

SUNDAY DAILY

The Oregonian . 117,553

The Oregonian . 156,248

The Journal . . . 100,450 The Journal . . . 106,463

The Oregonian leads The Journal by 17,103 daily, 49,785 Sunday

THE GREAT NEWSPAPER OF THE WEST

PORTLAND, OREGON

PAUL BLOCK AND ASSOCIATES (NEW YORK - CHICAGO - BOSTON - DETROIT - PHILADELPHIA National Representatives (Cincinnati - San Francisco - Los Angeles - SEATTLE)



Courtesy L. Bamberger & Co., One of America's Great Stores
Newark, New Jersey.

5,924,275 5,281,797 4,933,606 N.Y. News 4,640,304 NEWARK NEWS 2,440,844 1,997,096 World Telegram 1,861,042 1,642,692 Herald Tribune Journal American 676,883 Any appraisal of these figures into must take york (Media Records) has New york consideration emanates from only 6.

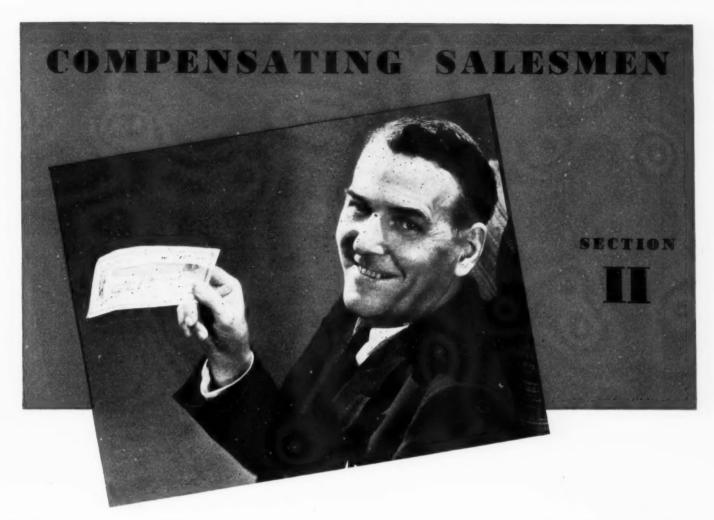
Department stores treat advertising rough — they demand that it produce results immediately. That's why Newark's great department stores concentrate over 52% of their advertising in the Newark News; and that's why the Newark News is one of the top department store advertising media in the metropolitan New York area. It not only delivers the greatest available coverage in America's 11th market, but bears the stamp of reader acceptance, community approval and merchant endorsement.

"always Reaches Home"

NEWARK, NEW JERSEY

O'Mara & Ormsbee, Inc. General Advertising Representatives, New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta
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SALES MANAGEMENT



# **How We Eliminated Commission** Scraps Among Our Salesmen

Cook's three-man arbitration board passes on all intra-territorial payment complications, encourages better team work among the men, and stimulates more "missionary work."

#### BY JOSEPH C. FENNELLY

Assistant Vice-President, Cook Paint & Varnish Co. Kansas City, Mo.

E operate our salesmen on a com-mission basis. We feel that this is advantageous both to the salesman and the company, and that, above all, it gives our best men a chance of being paid exactly what they are capable of earn-

In Greater Kansas City we work 15 men. With that many in one location there quite naturally is considerable conflict between them relative to individual credit for sales. For instance, the first and major problem pertains to what we call a "non-productive" account, such as a general contractor, an insurance company (the property management end), or a real estate company. Any of these accounts is "non-productive" to our way of thinking if it does not directly buy material, but lets the work out by contract, allowing the contractor to buy either under its specifications or under his own.

The salesman working on commission does not regard this type of account as a choice one because, even though he may get our materials specified, the actual work may be done by a contractor to whom the material is charged and whose office is in an-

other salesman's territory. Now, on the face of it, this looks, from the sales manager's point of view, like a rather simple matter to settle. In other words, the sales manager may say that the salesman gets credit for anything charged to a customer in his territory, regardless of how he gets it; or, if the material is specified as a result of Salesman "A's" efforts, but is charged to a customer of Salesman "B" who did no work on the job, he may say that credit should be solit.

This latter method, of course, is the log-ical way to settle a question of this kind. However, the most important thing in set-

tling any type of question with salesmen is that of having them receive any and all decisions in the proper frame of mind. Naturally no salesman likes to split his business with any other salesman. settled on that basis by the sales manager, one salesman or the other is going to feel that he has not been treated fairly.

Another problem which, under the commission set-up makes necessary many de-cisions pertaining to credit, arises out of what we call "inactive accounts." In every salesman's territory there are certain accounts that have ceased to buy for one rea-son or another. Usually they are inactive because the salesman has been inactive in working them.

The proper method, of course, is to take an inactive account out of a salesman's territory and give it to another salesman who will work it. However, every salesman is human; and he feels that as long as there is a possibility that this inactive account might buy some day, and he has spent some of his time working it, he should be allowed to keep the account.

Also, in going through a salesman's ter-ritory and asking for an explanation re-garding an inactive account, a salesman will usually tell you that he is expecting an order very shortly from that particular account; and, therefore, he feels that he should keep it a little while longer.

The above problems, and others, have been solved in our company by the creation of an "arbitration board," composed of two salesmen and myself. The two salesmen are elected for a year's time by the rest of the Kansas City salesmen.

To the arbitration board are submitted all questions involving credit for a sale, whether a salesman should be given another

chance on an inactive account, whether two salesmen should split credit on an account, and other questions relating directly to the salesmen. The board meets every Saturday morning following our regular sales meeting.

During the week I collect all questions which arise. On any that pertain to credit for a sale between two salesmen, the two men are brought in before the arbitration board. After each salesman has told his story, a decision is made.

This method has proved extremely successful, and the secret of its success is perfectly obvious. In the first place, the stories told by the salesmen appearing before the board are quite different from those they would tell me privately as sales manager. With the arbitration board they are talking to members of their own group who are familiar with all the alibis that a salesman can give when he has not been doing his job. The result is that over the period during which the arbitration board has been in existence, many problems of this type have been solved with no hard feelings and with not one decision questioned. a decision is reached, each salesman is then asked openly whether or not he feels the decision is fair. Not once has the fairness of the decisions been questioned.

Many times, on an inactive account, the arbitration board will give a salesman 30 days in which to prove his right to keep and work the account in question. that is done, a note of the decision is made, dated, and filed so that it will come up

again at the end of a month.

#### "Non-Productive" Accounts

The arbitration board has a most satisfactory way of solving the problem of nonproductive accounts. I can now hold all salesmen who have any such accounts in salesmen who have any such them. A their territory responsible for them. A salesman cannot complain to me, "Why should I work that account? They don't buy any material directly, and I don't get any credit for it." If that should be said, I would take up the matter with the arbitration board and, through it, change the salesman's attitude, assuring him that he would get a certain percentage of credit dependent upon the amount of work the board thinks he has done on the account.

In the majority of cases, we split the credit for a sale 50-50; sometimes on a 25-75 basis. It all depends on how much the non-productive account has to say as to the type of paint used, and how strongly it says it. Since the board has been in operation, we have sold many new "non-pro-ductive" accounts: we have increased ductive" accounts; we have increased our business with this type of account; and the salesmen themselves do not feel so limited in their scope of customers and prospects as they did heretofore.

Furthermore, a salesman now does not hesitate to report to the arbitration board that an account in another salesman's territory is not being worked, and, consequently, not being sold. After all they are working

together for a common cause—more sales—with no feeling of "snitching" on the other salesman, and with no feeling that what is in another man's territory is none of their business. This system has made all sales their business; when I speak to them about accounts that are not being sold, I am not necessarily speaking just to the salesman in whose territory the account may be, but to the arbitration board and the other sales-men as well. The result is a common "gettogether" among themselves to iron out these problems.

After all, when a salesman is criticized by the sales manager, the former takes it as a matter of everyday occurrence; when it's all over he forgets about it. coming from the sales manager is expected. However, it is a different story, and one far more effective and humiliating, to be "dressed down" by his own group—and this type of criticism is one that is difficult for the salesman to get around. He cannot kild or fool his co-workers who have the same problems he has. They, too, know all the "dodges" used on the sales manager.

When a question of credit or an inactive account is settled by the arbitration board, the salesman himself has necessarily told the truth. As a result, the decision rests more easily in his mind than if it had been made by the sales manager, for such a de-cision by the manager can be twisted and rationalized in the salesman's mind until he feels an injustice has been done him.

The interesting part of the system is that while I have the privilege, as a third member of the arbitration board and as sales manager, to reverse any decision, I have not yet found it necessary to do so.

While the board plan is new with us, and we have used it only for arbitration of the types of problems described above, it has many other possibilities. Above all, however, it has created among the salesmen a more mutual understanding of sales problems and a greater desire to work together.

It is surprising how few salesmen realize the problems of sales management. feel that, through this system, some of them will learn so much of these problems as eventually to make good sales executive ma-

# Cost of Keeping Salesmen in the Field Shows Further Rise

Sales Management's 1939 survey of salesmen's expense accounts, made among 100 leading companies, reveals highest per-day cost since 1931. Most firms keep expenses under close control.

compared with figures tabulated in SALES MANAGEMENT'S 1937 salesmen's expense account survey, costs of keeping men in the field currently show slight increases all along the line. The average of what 100 major companies consider "reasonable" and allowable expense for a day in a large city is now \$8.37; for a small city, \$5.99. Average auto allowance, or expense per mile per car where payment is made on an itemized account basis, is now \$.0442, as compared with \$.0427 in 1937.

For those who are interested in the trend of figures since 1931, the following tabulation shows the gradual rise since the depression "low":

Ye	a	r								Average Allowable Exp. for Small City	Average Allowable Exp. for Big City
1931										\$5.60	\$7.70
1934		0	0	0	0	0				5.55	7.81
1935										5.68	7.79
1937	0			0	0	0	0	0	0	5.50	8.18
1939											8.37

The summary table on page 37 covering the returns from typical companies in vari-ous industries, itemizes auto allowances or expense-per-mile, and shows what items these same firms allow on expense accounts A tight rein is still being held by most companies

on expenses for customer-entertainment. In answer to the question, "Do you have any rules about your men using 'tour-ist homes' or 'dollar-a-night' places as op-posed to commercial hotels?" the replies indicate that most firms make good accommodations a matter of policy, and that they consider first-class hotel rooms worth the

comfort and well-being of the men, and from the standpoint of public relations. Here are some typical answers to this question:

investment both from the standpoint of the

'We use first-class hotels only."

"We have no set rule, although we know our men occasionally stop at tourist homes and charge us for a hotel." Use commercial hotels only.

"Yes-we do not allow them to use tourist homes.

"We want our men to stop only at the best hotels."

'Must use commercial hotel."

"We require men to use only first-class hotels.

'No rule, but expect men to use hotels." 'No rule, but our men do not use tourist places.

One food company settles the matter of . sales expense in its basic contract with salesmen. A schedule of expense allowable for a certain volume of business is set up and the men must operate within the limits set. The contract reads thus:

(Continued on page 40)

#### Footnotes to Table on Facing Page

B = Bonus

Sa = Salesmen Co = Company NE = No Estimate S = Salary C = Commission

Company allows maximum of \$20 per week partially to defray expenses of straight commission men. For salesmen who own their own cars a flat allowance of \$25 per week is made for auto operations. Small territories — Salesmen usually home at night.

Auto expenses included in flat rate which also includes \$1.00 per day for depreciation and upkeep. Includes all expense items except railroad and plane fare.

With allowance for depreciation, total cost \$.048.

Included in flat allowance.
 Room and meals only.
 Weekly allowance plus transportation.
 \$.05 per mile allowed for first 1,000 miles; \$.04 thereafter.
 Allows equivalent of first class railroad fare.

DA = Drawing Account

PS = Profit Sharing

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1939 Survey	of	Salesmen's	Expense	Account	Practices
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	Flat	No. of	Auto Al- lowance per Mile	Who	Type of	_			Salesm	en's E	xpense	Account	Items	Allowed					1
Company & Industry	Expense Allowance Rate	Men Traveling By Car	or Es-	Owns Cars	Compensation Plan (See foot- notes for key to symbols)	tels	Meals	Rail-	Air	Tips	Valet	Shoe-	Taxi	Laun- dry	Stenog- rapher	Tel &	Enter-	Maximum Expense Per Day Big City	Maximu Expens Per Day Small Ci
Building Equipment — House Furnishings			75 11110		to symbols)	-	-	_	-	-	1	-	1			-	-3	Dig only	- Small G
Company 2 1 Company 3		200 15	NE NE	Sa. Sa.	S-C-DA-B	V	V	V	V	V	V		V	V	1	V	1	\$6-\$7.00	\$4.50
Company 4			.04	Sa. Co.	S-B S-B-PS	V	V	V										NE NE	NE NE
Company 5		13 10	.07	Co. Sa.	S-B	>>>>>>	1 V	V.		V	V	·	V	V		V	V	NE 8.00	NE 7.00
Company 8		16	.06 .05 .05	Sa. Sa.	S S S–B	V,	V	V.	\ \	VV	V		V	V	V	V	XL	20.00 7.50	10-15.0 5.00
Company 9		2 4	.05	Sa.	S	V,	V	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	V	V	1×	V	V	7		***	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	6.00 15.00	4.50
Clothing Company 1	\$25—\$75				3	V	\ \			V	V		V	V	V	V	V	NE	NE
Company 2	per wk,	20 14	.034	Sa. Sa.	С-В													NE	NE
Company 3		15	.035	Sa.	C-DA DA-C	VV	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	V	VL.	V	V	V	V	V	V,	V	15.00	10.00
Company 5	\$40—\$55 per wk.		2	Sa.	S-B	V	V	V	V	V	V	V	V	V	V	V	V	7.00 10.00	5.00 7.50
Company 6	\$40 per wk.	24 11	2	Sa.	C-DA C-DA			~										7.50	4-4.50
Drugs & Cosmetics		20	NE	Sa.	S-B	V	V	V	V	V	V	V	V	V		V		3.50 NE	3.00 NE
		65 200	.041	Sa. Sa.	S-B S-B	V,	V,	V,								V	VL	8.00	5.00
Company 3		15 25	.05 .045	Sa. Sa.	S-DA	V	V	>>>>	>>>	YL YL			V		\$0.00 to on	V	IV	7.00 12.00	5.00 10.00
Company 5		35	.05 2	3d.	s-c	>>>>L	>>>\ >\ >\ \ \ \ \ \	V	V	√L	VL	V	YL	V	V	V	VL	NE 7.00	NE 5.00
Industrial Equipment Company 1		10	.05						-									7.00	5.00
		6	NE	Sa. Co.	S-PS	V	V	V	V	V	V	V	V.	V	V	V	VĻ	NE	NE 5.00
Company 4		3	.04	Co.	S-C-DA	>>>>	V	>>>	V	VL	V	V	V	V		V	V	7.00 9.00	6-7.00
ood Products										V			V				1	6.00	5.00
Company 2		611	NE .029	Co.	S	V.	V	V		/-								6.00	5.00
Company 3	\$25-\$35	300	.06	Sa.	š	V	V	V	V	√L √L	1	V	V	V	V	V	VŁ.	7.00 5-6.00	5.00 4–5.00
Company 5	per wk.	12 22 71 60	.0275	Sa. Co.	DA-C	,-											-	NE.	NE
Company 6		71	.04	CoSa.	S-B S-B	V	V	VI		VL	-V		V	7	V,	V,	X	5.50	4.50
Company 8		7	.04	Sa. Sa.	C-B S	VL	VL	V					V.		V	>>>		6.50 <sup>4</sup> 8.00	5.50 <sup>4</sup> 5.00
Company 10		879 460	.05 .045	Sa. Sa.	S-C-B S-C-B	VI	V.	V					V		V	V	VL	12.00 NE	6-9.00 NE
Company 11 Company 12	\$4 per day	30 17	.04	Sa.—Co. Co.	S	V	V	V	V	VL	V		V	7		V	VŁ.	7.50 NE	5.00
Company 13		1000	.037	Co.	S-PS	V		V		VL							V.	6.50	NE 4.00
as, Oil & uto Accessories						1												3.50	3.00
Company 1		8	.04	Sa.	s	1	V	VI				1	.						
Company 2		20	.05 \$3 per day	Sa. Sa.	S-B S-B	YL!	VL.	V		VL VL			V			>>>>	VL VL	6.00 6.50	4.00 4.50
Company 4		25 800	NE NE	Co.	S-C	VLI	VL	V		VI						YI	VL	8.00 10.00	6.00
Company 6	\$35 per wk. 6	60	NE	Sa.	S-B	V	V	V	V	VI	V	V	V	VI.		V	VL	NE	NE NE
eating & Air	433 per wk.	20		Sa.	S-B											V		4-6.50 7.50	4-5.50 NE
onditioning						1		1		1		1							. 701
Company 1	. \$7—\$8	50	.05	Sa.	S	VI	V	V	V	VL	V		V	V	V	VI	VL	8.00	6.00
Company 2	per day	60 25	.0405*	Sa. Sa.	S-C-PS S or C	1												8.00	7.00
quor					3 00 0	1	V	V	V	1			V	V	V	V	V	10.00	7.50
Company 1 Company 2		20 25 81	.04	Sa. Sa.	S-B	VL	VL	VI.		VL			V	-	v	V	./	10.00	600
Company 3 Company 4		81	.045	Sa.	S-B S-B	Y.	×	V-		VL.	V					VI	V.	10.00	6.00 3–5.00
ardware, Paints.		10	.04	Sa.	S-B	VL	VL	VI		V			-/		V	**	V	8.00 5.00	6.00 4.00
porting Goods				1		1		1		1		1		1		- 1			
Company 2		16 10	.05	Sa.	S-B S-B	1	V	V	-,	VLI			V			VL		6.50	3.50
Company 3	\$8 per day	10	.05—.06	Sa.	S-B		- 100		V	VL	V				V	V-		NE	NE
ationery & Office Eq.				-	3-5	1	VL	V	V	V	V	V	V	V  -		V	VL	12.00	10.00
Company 2		300	.04 \$40 per mo.	Sa.	s_c	V	V	V	V	VL	V		V	VI		11	./1	7.00	
Company 3 Company 4	\$9 per day 9		.06	Sa.	S	V !	V	VI	V							V	VL	7.00 NE	5.50 NE
Company 5		20	.03—.04	Sa. Sa.	S-B	11	V	VI		V	V		V	V	V	V	V	9 00 NE	9.00 NE
scelfaneous						1		1		V	V			1	V	1	V	7.00	5.50
Company 1		12	.07	Sa.—Ce.	S S-B	VI	V.	V	V	V	V	V	V.	VI	V	VI.	VL	14-20.00	9-12.00
Company 3	\$5 per day	19	.04	Sa.	S-B	V	V :	V		VI			V .		V	71	7	5-6.00	4-5.00
Company 5 Company 6		3 35 14	.038	Sa.	DA-C S-C	1.	X	VI		YL	V	V	V	V	V,	V. 1.	VL VL	8.00	5.50
Company 7		100	.035	Sa.	S_C	XI.	X	VI		3/ 1	1	1	V .		V_	VI	1/	7-8.00	6.50-8.50 5-7.00
Company 8		None	NE 30 per mo.	Sa.	S	11	V	VI	V	V. !	VL	V	1	VIV	/L	V1:	VL	7.00	6.00 8.00
Company 10		2	NE	Sa.	S-C	V. !	V.	V		1/1	V-		V.   -		V	>>	YL	10.00	6.00
Company 12		20 16	.05 .045	Sa. Sa.		VLI.	VL	VI	V	VI	Y	1	V.	VI.		V. 1	X	7.50	7.00 6.50
				77 /	ootnotes		-	- 1	W.	of the 1	V .	V	VI	1/1	1/	1/11	VLI	7.00	5.00







OVE
Near St. John, Wash. in the Palouse country, one of world's greatest wheat-producing areas.

LEFT
Timber near Fernwood, Idaho—Spokane's Inland
Empire has world's largest stand of white pine.

RIGHT
Grand Coulee Dam, world's largest man-made structure, is being built in Spokane area.



Plant of Clearwater Lumber Co., Lewiston, Idaho— Largest white-pine sawmill in the world.



The Columbia Basin is World's largest reclamation project—1,200,000 acres which can grow crops like this.



The state of the s

Bars of lead produced from the Bunker Hill & Sullivan— one of the largest lead-silver mines in the world.

SUNDAY

# Morld's Biggest Things

ARE IN THE

# Spokane area!

Surrounding Spokane is a highly-productive area large as New England and hemmed in on all four sides by great mountain ranges. This great "Inland Empire" has as many people as Washington, D. C., sells as much merchandise as Milwaukee, owns as many automobiles as San Francisco, has as many wired homes as Kansas City, Mo.—is equal as a market to any city of half a million.

Some of the world's biggest things are located in this extraordinary area. Note the pictures herewith. These are not merely "Believe-it-or-Not" oddities, but help make this Inland Empire one of the nation's outstanding markets, as is shown by the following figures, including business indices in many lines.

#### 1939 COMPARED WITH 1938 IN THE SPOKANE MARKET

IN THE STORAGE MARKET	L	
Sale of Stokers	2.73%	Loss
Department Store Sales	1.00%	Gain
Sale Electric Ranges	1.22%	Gain
Post Office Receipts	3.14%	Gain
Sale of New Motor Trucks	7.19%	Gain
Sale of Clothes Washers	8.93%	Gain
Sale of Electric Refrigerators	13.98%	Gain
No. Building Permits (General)	14.05%	Gain
Value Building Permits (General)	15.48%	Gain
Bank Deposits	18.28%	Gain
Sale of Vacuum Cleaners	19.39%	Gain
Installation of New Water Taps	27.08%	Gain
	27.90%	Gain
	30.23%	Gain
	31.43%	Gain
Value New Home-Building Permits	39.93%	Gain
Sale of Home Ventilating Systems	46.31%	Gain
Sale of Air Conditioning Units2	00.00%	Gain

All figures are Spokane city, except new car sales which are for entire market. Periods Covered—1st 7 months each year. Bldg. Permits; P. O. receipts; Water taps—1st 6 months, Dept. Store Sales, New Car Sales, Electrical Appliance Sales—Bank Deposits as of June 30.



Packing house, Wenatchee Valley, Wash.—one of the most prolific apple-producing valleys in the world.



Clearing operations on artificial lake, backing up behind Coulee dam—Lake will be 151 miles long—one of the world's largest.



Mason City, world's largest all-electric city—located just below Grand Coulee dam.

Spokane Build Chronicle

EVENING

WASHINGTON

82% UNDUPLICATED .... R. L. POLK & CO.

Color Representatives — Sunday Spokesmen Review Majorine and Comic Sections — Newtonser Groups, Inc.

#### Among the Companies Contributing to the 1939 Salesmen's Expense Survey

Adams Hat Stores, Inc.
Aluminum Co. of America
The Borden Co.
Bristol-Meyers Co.
Carrier Corp.
The Carter's Ink Co.
Checker Cab Mfg. Co.
The Coleman Lamp & Stove
Co.
Devoe & Raynolds Co., Inc.
Dixie-Vortex Co.
Eagle Pencil Co.

General Foods Sales Co., Inc.
Goodall Co.
Hansen Glove Corp.
H. J. Heinz Co.
Hershey Chocolate Corp.
International Business
Machines Corp.
International Salt Co., Inc.
Johnson & Johnson
Lehn & Fink Products Corp.
Lucien Lelong, Inc.
Libby, McNeill & Libby

Life Savers Corp.
The Maytag Co.
Miles Laboratories, Inc.
Monsanto Chemical Co.
Nebraska Culvert & Pipe Co.
Pillsbury Flour Mills Co.
Prest-O-Lite Battery Co., Inc.
Quaker State Oil Refining
Corp.
Sheffield Farms Co.
Sprague, Warner & Co.
Square D. Co.

E. R. Squibb & Sons
Stickney & Poor Spice Co.
Standard Oil Co. of N. J.
Strobridge Lithographing
Co.
The Todd Co., Inc.
United States Rubber Co.
Vermont Marble Co.
Hiram Walker & Son, Ltd.
Wamsutta Mills
Warren Leather Goods Co.
Worcester Salt Co.

#### EMPLOYMENT AGREEMENT

WHEREAS, it is necessary that Sales Costs have a direct ratio to sales, and whereas it is necessary that all sales be "legitimate," we,

The ....... Company, do contract for the services of ..... retail salesman, on the following basis of weekly salary and expense.

Weekly Retail Sales less Rejections equals Net Retail Sales

Net Sales	Salary	Expense	Total
Less than \$300	\$20	\$25	\$45
\$300 to \$399	30	25	55
400 to 549	35	25	60
550 to 699	35	30	65
700 to 849	35	35	70
850 to 1,000	40	35	75
Over \$1,000	45	35	80

This agreement may be changed by mutual agreement as it anticipates a long and friendly relationship.

and friendly relationship.

While in effect Salesman's services may be terminated without advance notice should sales run below \$300 weekly, or

should illegal orders be proved. Should it become necessary to terminate the agreement otherwise, the regular two weeks' notice will be given by either party.

Entered into this ..... day of ..... 19...

Signed:

RETAIL SALESMAN.

Majority of companies reporting to SALES MANAGEMENT use the itemized expense account plan. To maintain close control over such reports, the following information is usually required: City of lodging for each night; towns from and to which railroad fare is paid or auto expense shown; full details of entertainment, with identity of person or persons entertained; and copies of any telegrams which have been paid for by the salesman.

In order to keep alive in the salesmen's minds the idea that every sales call costs the company a definite sum of money, several manufacturers have adopted the plan of asking the salesmen to compute, at the end of each week, their "cost per call" for that week.

DIVISION Z

Miles per Gallon of Gasoline for the Month of May, 1939

Prize money may be offered later when present missionary work has put the men on a more equal footing. "If I were to put up prizes now for the greatest savings in gasoline consumption," said Mr. Erickson, "the low men would obviously win and more or less defeat the purpose."

Part of the program consists of preparing inter-office charts showing monthly mileage averages of individual trucks. These are grouped by makes and are especially useful for reference during sales meetings, as an aid to the sales manager in enlisting cooperation from the men with

in enlisting cooperation from the men with the garage department in the expensereduction plan.

A sample chart is reproduced below:

Route	Truck	Make	Miles per Gallon	Total Miles	Total Gallo
2	342	Diveo	7.8	898	115
14	232	66	6.7	703	104
33	165	4.6	8.6	900	104
64	237	4.6	10.7	966	92
72	263	6.6	6.7	917	135
75	229	6.6	9.9	1281	129
99	178	6.6	8.1	923	114
123	160	4.6	5.6	609	108
125	193	64	6.2	815	130
134	194	44	6.6	760	115
3	304	Dodge	9.4	1476	157
26	292	46	8.3	1220	147
46	331	44	6.7	1444	213
61	309	4.6	7.9	1637	206
89	378	6.6	6.0	955	159
114	314	6.6	7.3	1665	228
116	373	4.4	8.1	1315	162
121	281	4.6	8.3	1544	186
155	284	6.5	8.2	1229	149
161	388	4.4	8.1	1896	233
163	294	6.6	8.2	1761	214
165	293	64	8.0	1420	178
4	357	Stutz	11.1	1135	102
31	346	66	11.3	965	85
32	362	44	12.8	855	66
34	364	4.4	13.2	873	66
51	355	6.6	11.9	800	67
87	375	6.6	12.4	1149	92
86	346	4.6	11.6	1130	95
106	345	66	11.6	1003	86
133	356	44	11.3	1151	101
140	366	# 6	10.4	605	58
146	365	44	12.5	825	66
1	242	Willys	7.2	1101	153
6	249	44	7.8	1629	208
93	250	4.6	7.0	1073	152
135	241	4.6	9.6	1349	140
169	243	44	6.2	854	137
13	119	Ford	8.3	805	97
94	114	44	7.6	991	130
162	110	44	8.9	1265	141

In Division 4, the averages ran:

									May	Apr.	March
Divco	0	0		0		0	0	0	6.19	5.82	5.73
Dodge									6.49	6.49	6.63
Stutz									10.12	9.58	9.13
Ford									6.49	6.12	6.00
Total									6.46	6.12	6.07

# Program of Driver-Education Cuts Truck Operating Costs for Adohr

HROUGH a policy of alternately "patting on the back" and encouraging its salesmen to competitive effort in economizing on fuel consumption of the trucks they drive Adohr Milk Farms, Inc., Los Angeles, has succeeded in bringing up an average of six miles per gallon of gasoline to ten and more. This economy in operation of the firm's 450 trucks has been attained since August, 1938, when the new policy went into effect. Despite the greatly improved showing, the company has only "scratched the surface" of its gasoline saving program, according to L. P. Erickson, superintendent of transportation. The claim seems to be justified, in view of the fact that some of the men are now actually getting 13.3 miles per gallon.

One step in reducing the waste in gasoline consumption was winning the men over to the habit of shutting off their motors while making sales. In addition to efforts in this direction, supervisors also prodded the men into consciously striving for better mileage by calling their attention to good records of other drivers on similar routes. One man was brought up from 4.5 to 8.3 miles per gallon in one month, when his supervisor said: "Bill, your mileage is below Jim's. Can't you step it up a

Failure to shut off motors was an important factor in the company's high operating expense figure until the economy program was started. In addition to educational work by supervisors, the installation of Service Recorders on car switches has helped to cut down this leak. By means of red lines on a black and white cardboard cylinder, the recorder shows the exact length of each stop made by a salesman and whether or not he turned off his motor.

The firm's gasoline consumption accounts for 28.6% of its total garage operation expense, according to Mr. Erickson. Under the present plan, there are savings not only in the cost of gasoline, but also in repairs and overhaul.



## YOU CAN CUT YOUR SALESMEN'S AUTO COSTS

NO CAPITAL INVESTMENT. A NEW MODEL CAR EVERY YEAR

In many cases savings of one-third to one-half your present costs result when R. A. Company Automobile Leasing Plan is adopted for fleet operation.

By our assuming all items of service, maintenance and repairs of every kind and description, we lease on a yearly basis one or more Dodge, Plymouth or Chevrolet sedans at an annual rate considerably lower than the cost price of a new car.

#### **OUR RATE INCLUDES:**

A new car every 12 months.

License plates in whatever states operated.

Fire, theft and collision insurance.

All items of service, maintenance and repairs of every kind and description.

Chains and anti-freeze.

Grease.

Tire repairs and replacements.

Replacement of cars without any additional cost

if destroyed by fire, collision or otherwise.

Purchase of your present equipment for cash.

#### WHY YOU SHOULD BE INTERESTED

Salesmen relieved of all worries and responsibilities prevalent with personally owned cars.

Corporations relieved of necessity of maintaining costly service garages.

No capital investment.

New cars every year, minimizing accidents.

Estimate your car costs in advance.

Cars always have a creditable appearance.

Use of Decalcomania permitted.

No restrictions on mileage or use of car at any time.

## CAN LEASE FOR LESS THAN YOU CAN

Our annual leasing charge includes every item of expense entering into the physical operation of cars, except gasoline and oil.

Public Liability and Property Damage Insurance is not included because of the varying costs applicable to different companies.

A special rate is applied to cars operating 15,000 miles or less per annum.

We are now serving more than 75 different types of industries. References supplied.

# The R. A. Company

Automobile Leasing

300 Morris Bldg., and 1421 Chestnut St. Philadelphia, Pa. - (Rittenhouse 2390)

OCTOBER 10, 1939

G. J. EGAN, New York Manager 122 E. 42nd St., New York City (Ashland 4-9653)

[41]

# Hires Cuts Car Costs to $3\frac{1}{2}$ ¢ per Mile in Company-Owned Fleet

Standardized practices in purchasing, trading-in, and maintenance give soft drink company increased efficiency in salesmen's transportation. Hires sees definite advantage in sedan delivery type car.

SIX years of owning its own fleet of salesmen's cars has proved definitely to the Chas. E. Hires Co., Philadelphia, that this policy of operation is preferable to their former plan under which salesmen owned their own cars. Cost of operation has been cut down considerably, the company-owned cars have a definite advertising value of their own, and there is much less likelihood of the cars being used for anything but company business.

Before 1933, when the new plan was first put into operation, Hires salesmen bought their own cars and the company paid them for their operation. Reimbursement of operating expenses was made in several different ways during those years, and the company found none of them entirely satisfactory. Branch managers and other salesmen who traveled only part of the time were paid on a mileage basis, at the rate of 6 cents a mile in the beginning, then five cents, later 4 cents a mile. Under the present plan these operating costs, including depreciation, have been cut down to an average of about 3½ cents a mile, representing quite a saving on a fleet of over 100 cars.

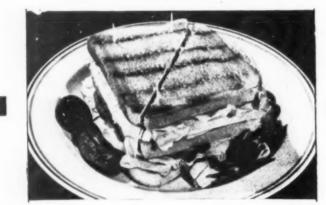
Under the old plan salesmen who operated their cars regularly were paid a flat \$15 a week operating allowance, considerably more than it costs the company now. Nor was the flat allowance satisfactory from the salesman's standpoint, since the man who drove 500 miles on company business received as much as the man who drove 1,000. The fleet operates nationally from coast to coast, presenting many other factors which made this method unsatisfactory, such as difference in terrain covered by the cars, city versus open country driving, and mileage differences in the territory to be covered.

At the time the present plan went into operation there were 57 cars in the fleet, all Chevrolet sedan deliveries; this year there are 102 cars: 92 Chevrolets, nine Fords and one Plymouth. During the first year operating costs were cut to .0363 per mile and there has been little change in that

figure since.

For all years since 1935 the company has been using a four-year basis for depreciation. Actually, however, depreciation costs have been lower than this. Cars have had an average life of 30 months at the time of replacement, and an average mileage of 51,568 miles. This mileage varies a great deal in actual practice; some cars are run much less than that before they are traded and some much more. Highest mileage before trading has been 81,730 miles on one car. Replacement is based on a flexible schedule gauged mainly by the condition of the individual car. This is determined by studying the question of repair expense, rather than by a strict time or mileage measurement. No intricate overhauling jobs are ever attempted. If a major repair job is necessary, it is generally considered more economical to trade the car in on a new one, particularly if new tires and other items are required at the same time.

# A Billion Dollar Bite



hat's a good mouthful you'll agree! Yet, soda fountain operators sell more than a billion dollars worth of their products annually at the fountain-luncheonette. This means that the 90,000 operators who compose the market purchase fountain foodstuffs that can only be computed by tons. What does this vast quantity service require? Millions of pieces of glass and chinaware . . . of cooking utensils—together with a countless number of units of fountain and food preparation equipment.

If you manufacture equipment for the fountain-luncheonette or make or process any of the supplies used at them, look into this billion dollar market and examine the only publication exclusively serving the fountain field for 38 years. It is—

#### SODA FOUNTAIN MAGAZINE

420 LEXINGTON AVENUE, NEW YORK CITY

333 North Michigan Ave. Chicago, Illinois

29 East de la Guerra Santa Barbara, Cal.

Member Controlled Circulation Audit Bureau Sample Copy, Audited Circulation Statement, Rate Card on Request.

#### Average Depreciation Is Low

On the majority of trade-ins the firm has received an allowance close to 50% of the original cost of the car. Over the long-range period average depreciation costs have amounted to \$.0066 a mile.

Insurance carried on the cars includes public liability protection in limits of \$100,000/100,000; property damage protection up to \$5,000, and fire and theft insurance. Collision insurance is not carried. Cost studies of this last insurance item have shown it to be cheaper for the company to take its own risk on collision damage to its own cars; collision insurance is so expensive that it would cost more each year than the company would lose if one or two cars were cracked up annually, which is extremely unlikely to happen.

Mechanical supervision of the fleet is handled in two ways. In the main office in Philadelphia the company maintains a repair shop of its own. But in all other cities the cars are serviced by authorized dealers of the make involved, according to the instructions of the salesman operating the car or of the district sales manager by

whom the salesman is employed.

Operating and maintenance costs are computed and supervised by means of charge arrangements and through the salesmen's weekly expense accounts. Salesmen may charge supplies to the company at any of the service stations in the country operated by two of the large tire manufacturers and several of the large oil companies. The expense connected with each car is tabulated separately from these invoices. Other expenses incurred by the drivers are included on their weekly expense accounts

and posted to the account of the respective vehicle.

The washing policy throughout the country calls for washing cars at least once every ten days. In Philadelphia, cars are washed once a week and wax-polished every two weeks. It is considered very important to keep the fleet looking spic and span inasmuch as it constitutes a nation-wide advertising medium. On the sedan delivery types used there is placard space on both sides and rear to utilize for the Hires trademark and selling messages; thus the cars are effective traveling billboards.

Another advantage of this type of car is that it provides adequate space at the back for product samples, advertising pieces and dealer display cards and other materials, without spoilage. Millions of printed and lithographed pieces of advertising are supplied to dealers every year for point-of-sale stimulation; carrying these around to distribution points is an important part of the salesman's job

the salesman's job.

Last of all, the fact that the car is of the delivery type minimizes the possibility of its being used by the salesmen for personal excursions. Hires doesn't maintain that it cuts this down altogether; salesmen still may and sometimes do use the cars in an emergency or for small errands of their own, but it is considered unlikely that the cars would be used for joy-riding or prolonged trips.

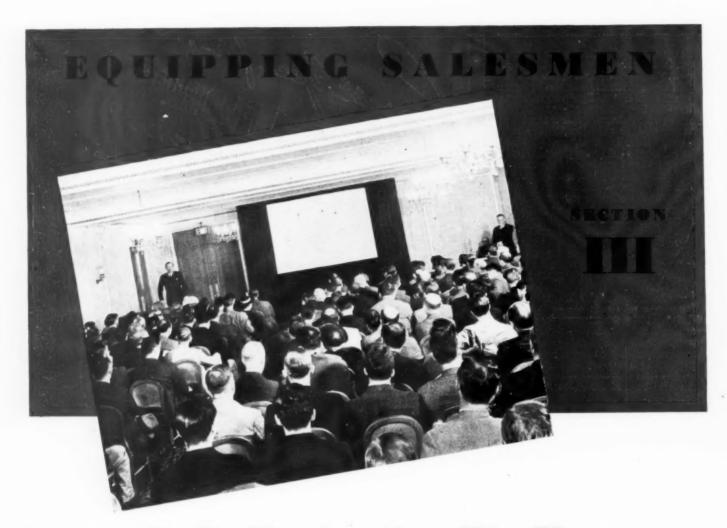
#### Disadvantages Are Minor

On the other side of the ledger are two disadvantages in using this type car for salesmen. First, it requires a truck rather than a passenger license. Not only is this more expensive but the matter of reciprocity between states is stricter on vehicles using truck licenses. Salesmen whose territories cross state lines sometimes have to have more than one license-three has been tops for any car in the Hires fleet. Second, there are a few special boulevards and roads, such as those through Fairmount Park, in Philadelphia, on which "trucks" cannot travel. This is a disadvantage in the few cases where customers happen to have stores or stands located on such parkways. However, the company is satisfied after six years of experience that using company-owned cars, of the type of its own selection, has saved it money, and that the advantages in using the sedan delivery vehicle far outweigh the disadvantages.

As to the human angle in managing the fleet, Hires believes in the honesty of the salesman it has hired and can cite only one case where this trust has not been justified. The company set up no specific control over salesmen's use of the cars, other than that of keeping a careful check at the home office of the expense and charge accounts. If a man's mileage cost runs far out of line with the rest of the fleet, he is asked why. In most cases they find there is some good reason, such as a repair job or a wide variation from the average in the miles he has traveled. If a salesman's mileage is low compared with the average, his mileage rate is correspondingly high, since the same fixed costs are charged against it. If, however, he shows a high mileage together with a high rate per mile, the company knows something is wrong and investigates. The cars average around 20,000 miles a year, and since the average year's cost is 31/2 cents a mile, which compares favorably with the experience of other com-panies' cost studies, Hires feels that the salesmen are doing a satisfactory job in keeping costs down, and that the company has been repaid on its car investment.







# Films Chalk Up Another Big Year as Allies of the Sales Department

As the commercial film industry grows, it becomes more and more like its big sister in Hollywood, borrowing production techniques that make its products—slide films and movies—entertaining conveyors of the advertiser's message. The major problem of distribution is rapidly being solved.

OR the fifth consecutive year SALES MANAGEMENT presents, on the following pages, reviews of the leading commercial films being used by advertisers in one way or another to promote the use of their products and services. In preparing last year's film section for "Managing Salesmen," the editors had to admit that the mass of reports of films being sponsored for various purposes—training salesmen and dealers, introducing new products and new selling techniques, public relations, etc.—nearly swamped us. This year saw the interest in both slide films and movies growing and the application widening, and the job of collecting data and selecting for inclusion in these pages films which most nearly represent a cross-section of current industrial film uses proved even more complicated.

Significant things are happening in the commercial film industry. For instance,

1939 reports from film producers and film sponsors clearly indicate the increased use of "Hollywood techniques" by producers who wish to create for their clients pictures with both promotional and entertainment value. From the sponsors' angle: Film users are paying more attention to the distribution of their films, particularly movies directed at the consumer. We find some films being directed solely at schools and colleges, others booked only to women's groups or to men's clubs, and still others to specified income groups. With the distribution of commercial films being worked out on a more or less "scientific" basis, a film sponsor today may so book his film—or have it booked for him through a commercial distributing organization—as to reach a maximum number of the desired type, age and sex of audience.

The new Westinghouse movie, "The Middleton Family at the World's Fair,"

previewed during the past fortnight at New York's Waldorf-Astoria Hotel before a gathering of 1,000 interested spectators, might have come straight out of Hollywood, with its professional cast of actors, technicolor filming, and "human interest" plot. In fact, Westinghouse is aiming the film at motion picture theatre distribution, as well as at smaller community organizations, and expects to exhibit "The Middletons" in some 2,500 movie houses during 1940. The feature length picture was produced by Westinghouse purely as a public relations gesture—"a modest effort on the part of Westinghouse to point the way for American youth toward an attitude of enthusiasm and eagerness to participate in new achievements and opportunities of our age."

Another departure from the "plug" type of commercial movie is the three-dimensional film produced for the Chrysler exhibit at the New York World's Fair. Primarily, the film—"In Tune with Tomorrow"—is entertainment, yet entertainment built around the story of the assembly of a Plymouth car, entertainment that cannot fail to impress the spectator with the fact that Plymouths are "precision built." And both Chrysler and the producer are proud that it is drawing one of the biggest audiences ever to view a commercial film. In five months' time nearly a million and a

Filmosound Projectors Are the



Filmosound "COMMERCIAL" is a compact, singlecase projector offering the utmost in convenience and simplicity of operation for the busy salesman. It provides uninterrupted, three-quarter-hour showings of theater quality in salesroom, showroom, hotel room, or moderate-sized auditorium.



Filmosound "MASTER" is a more powerful projector for serving larger audiences. It shows both sound and silent films. Has provision for using both a publicaddress microphone and phonograph turntable. Has powerful amplifier and 750-watt lamp with condenser for 32% brighter pictures.



FILMOARC—the most powerful of 16 mm. projectors—employs the automatic, electric-arc type of illumination used by movie theaters. It provides such screen brilliance and ample sound volume that it can be used in largest auditoriums.

When the great majority of leading business film users selects one particular make of sound motion picture projectors, it can't be an accident. The chosen projectors must have definite extra values!

Here is what Bell & Howell Filmosounds have... that makes them by far the first choice of industrial film users:

#### PRECISION

Made by the makers of Hollywood's professional equipment, Filmosounds *have* the precision required to provide unsurpassed theater-like presentations.

#### DEPENDABILITY

Filmosounds are easy for your representatives to operate.

They assure masterful presentations, uninterrupted by embarrassing mechanical breakdowns.

#### STAMINA

Most World's Fair exhibitors using talking pictures show them with Filmosounds. Why? Because Filmosounds can be relied upon to perform brilliantly 12 hours a day, seven days a week, for month after month of constant use! They're built that way!

Now, whether your need is for compact machines for your salesmen to carry or for 16 mm. projectors adequate for the largest auditorium, there is an ideally suited Bell & Howell model. Let us give you complete details. Mail coupon. Bell & Howell Company, Chicago; New York; Hollywood; London. Established 1907.

Investigate Business Movies Today

Mail coupon for SHOWMANSHIP, a concise interesting booklet giving facts every executive ought to know about business films.

BELL & HOWELI

half people had seen "In Tune with Tomorrow.

One of the greatest drawbacks to the commercial film business used to be the lack of facilities for the proper distribution of a film, once it had been delivered to the sponsor from the producer's cutting room. This is still a problem, and one of major consideration since no matter how expert the production, professional the cast, or effective the advertising message, a film that does not reach the proper audience might just as well be stored away in the attic. But the trend today is toward better distribution, and many forces are working to perfect the technique of distributing commercial films. unless the unit of sale of the product is high enough to warrant such effort.

Sensing the need for assistance on the distribution of the films they produced, most of the reputable producers are so set up as to help on the distribution, as well as the production, of a client's film. Such producers have their own distribution chan-nels and will work along with the sponsor to see that his film gets before the audience for which it was designed.

In addition to distributing his own film or working with the producer on the dis-tribution, the advertiser may turn his film over to an organization whose sole business it is to distribute the advertiser's film.

sponsors who leave with the Bureau 20 or more prints of a film, the "Y" mails out a special "exhibitors bulletin" advertising the film to a selected list of its exhibitors. Also, Bureau publishes a catalog in which all "Y" distributed films are listed.

A synchronized film distribution service is that offered by G. R. Taylor & Co., with headquarters in Irvington, N. J., a branch office in New York and agents in key cities throughout the East and in a few states west of the Mississippi River. Taylor will take care of the complete showing of a film for an advertiser, from booking it, handling the actual presentation and send-ing out promotional material through to the final report on attendance and audience reaction to the client. The company owns all of its equipment, and employs, full time, 175 agents who will conduct as if they were client representatives, film showings in territories selected by the client.

Taylor reports to SALES MANAGEMENT that its list of possible exhibitors—to which it, as other distributing organizations, furnishes films free of charge—numbers some 290,000, including all types of non-theatri-

cal groups.

Prior to the showing of a film in any one locality, the company forwards to the advertiser for approval or rejection an advanced booking notice, describing the number and type of audience anticipated. Also Taylor sends to the advertiser a detailed report of each showing, signed by the person of the club or community organization in charge of the showing, the client's representative attending the presentation and the Taylor agent.



Dad Middleton's counsel to young
Bud—whose motto
is, "W.P.A., here I
c o m e"—should strike a familiar note to most fathers in the audience of Westinghouse's new movie, "The Middle-ton Family at the World's Fair."

Many advertisers prefer to handle the distribution of their films direct and do so almost entirely in the case of slide films and movies that are produced for the benefit of their own sales organizations. They may purchase their own projectors and either rent or lend them, along with prints of the film, to their own salesmen for showing to dealers and jobbers. The film may be one which the company wishes to show to retail salesmen. In most cases of this type of distribution, either the company salesman sets up a showing in the retail outlet and handles the presentation himself, or the film and projection equipment is sent to the dealer who arranges for showing to his own salespeople. This type of company distribution is particularly adapted to slide films and movies produced to train salesmen or to introduce advertising and merchandising plans to dealers and salesmen.

It is also possible for the advertiser to handle distribution of consumer films-usually movies designed for showing to consumer groups to do a public relations job. For this purpose many companies have purchased their own 16 mm. equipment (most commercial motion pictures today are produced in 16 mm., whereas movies theatrical distribution are 35 mm.). jectors are usually kept by the salesmen, dealers, branch offices or some other division of the sales force, which are responsible for the entire showing of the movie: Arranging for the showing, "ballyhooing" the film, collecting the audience, setting up the equipment, running off the movie, sending reports back to the home office, etc. Such distribution by representatives of the sponsoring company can include showings before large groups or a simple distribution set-up whereby the salesman brings his own portable equipment into a home or an office and shows the film to one or more pros-This is hardly advisable, however, There are a number of such organizations in the field. They have their own list of available "exhibitors" to whom they can route an advertiser's film, entirely relieving the advertiser of the job of distribution, and, in turn, the advertiser pays the dis-tributing company a fee for handling the

The granddaddy of such distributing organizations is the Motion Picture Bureau of the National Council of the Y.M.C.A., with headquarters in New York. The Y.M.C.A. Bureau has been in the business of routing advertisers' films around to various community groups for 28 years. Unlike some of the distributing organizations, the Y.M.C.A., does not handle the complete showing of a but instead books it to "reputable" exhibitors through its three branch offices-New York, Chicago and San Francisco. These exhibitors, which include clubs, schools and local Y.M.C.A.'s, have their own places of assembly, projection equip-ment, and trained operators. They handle the showing of a film and send in detailed reports to the Bureau on attendance, reception, etc. These reports the Bureau, in turn, submits to the advertiser.

The Y.M.C.A. can offer a sponsor dis-

tribution through some 25,000 non-theatrical exhibitors equipped to show sound or silent movies, and can guarantee an audience of 12,500 people per print per year. For an advertiser who places with the Bureau ten prints of his film, that means 125,000 people will see the movie in 12 Last year, audiences for Y.M.C.A. months. distributed films totaled 18,500,000.

Since the Bureau is a non-profit organization, it can offer advertisers film distribu-tion at a nominal cost to selective audiences. When a film is booked, the Bureau notifies the advertiser in time to permit his local dealer, representative or salesman to contact the exhibitor and "to set up such activities as will be mutually beneficial." For

#### Theatrical Distribution

Modern Talking Picture Service, New York, in addition to supplying national distribution to all types of consumer groups, provides distribution for the films of clients through two channels not generally considered in the Y.M.C.A. and Taylor pic-tures: Motion picture theatres and sales meetings or conventions. Modern has available licensed operators in 73 principal market areas who make local booking contracts, own their own projection equipment and screens and handle complete showings, whether they are before a sales convention or before the senior class of the local high While these local contacts are not employed full-time by the company, they are usually in businesses allied with motion pictures—projector or film equipment dealers or distributors-and become known in their own territories by civic clubs, churches and schools, as local organizations that will put on a "picture show" for them.

For an advertiser who wants professional

projection of a film at a dealer meeting, trade show, sales convention or any other gathering of company personnel, Modern will handle a program just as it does with films for consumer audiences. The sponsor provides the itinerary, indicating where and when the film is to be shown and who is to be in charge, and the distributing company provides projection and sound equipment, operators, screens and transportation facilities "to any place in the country at any time."

In summarizing the services offered by these commercial distributing organizations, an advertiser can, for a fee, have his film distributed to the exact type of audience he desires. He has the distributing company's guarantee for the quality of showing his film will receive and the promotion given a film in each locality of showing—in other words, a packaged job. Presenting

A SNAPPY LITTLE 3-ACT PLAY

"JOHN Q. SALESMAN MAKES A SALE"

*featuring* 

# TALK-PIX

ACT 1



SALESMAN: Good Morning, Mr. Buyer, my name's John Q. Salesman, representing the Blank Company. You'll be interested in seeing and hearing a real story we've got to tell. I'll just put this TALK-PIX on your desk . . . and plug it into that outlet over there . . . Now, Mr. Buyer here's our story.

PROSPECT: Yes, but . . .

ACT 2



SALESMAN:

PROSPECT:

Neither of them says anything. Salesman isn't saying the wrong thing, nor is the prospect interrupting. TALK-PIX is doing all the talking here and illustrating each sales point dramatically on the little screen provided with it.

ACT 3



PROSPECT: Well . . . that's some story. That's just what I've been looking for.

SALESMAN: That's fine! Just sign here.

PROSPECT: But...yes.

# Here's your cue!



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"I do the sales work. I'm easy to carry, only 12 pounds, but I've got a grand, clear voice. I can unspiel a planned sales presentation in 5 minutes flat, and I won't miss a point!"

Act now, investigate this new, modern selling technique. Tell us your sales problems and we'll help you to overcome them with a dramatic sound slide film program, in black-and-white or golor. Our scriptwriters and cameramen can give emphasis and impact to your story!

TALK-PIX programs and equipment are used by many well-known national concerns (names on request). Their salesmen are enthusiastic about the use of TALK-PIX because it increases their sales.

#### FROM SCRIPT TO SCREEN-

Talking Sales Pictures, Inc. are producers of dramatic fast-selling, fast-moving sound slide film programs — the only producers to manufacture their own projection machines.

# Talking Sales Pictures, Inc.

CHICAGO 540 N. Michigan Avenue

NEW YORK 480 Lexington Avenue

# **Leading Sales Films** of 1938-39 and the **Results Attained**

EDITOR'S NOTE: The classifications under which both slide films and movies are grouped is relatively loose, in that many of the films herewith were designed for more than one purpose.

#### **Motion Pictures**

#### **Industrial Films Dealing with** Retailer and Jobber Relations

"Let's Build Together"—Weyerhaeuser Sales Co. (Ray Bell Films, Inc.) 16 mm., sound movie, Bell & Howell equipment,

SALES PROBLEM: To illustrate to dealers and contractors how the various improvements in 4-square lumber work out in actual construction and how improved materials make for better construction at lower final costs.

DISTRIBUTION: Used principally by Weyerhaeuser field representatives who conduct meetings for dealers who handle 4-Square lumber, "not to teach the lumber dealer how to do a Square lumber, "not to teach the lumber dealer how to do a better job of selling," but how to extend information on the value of better construction materials to contractors and prospec-

"We have found that we can tell the story ac-RESULTS: curately and quickly with a movie—especially a sound movie which describes the various points as they are illustrated on the screen," reports R. E. Saberson, trade promotion manager. cannot endorse this method too strongly as a means for getting the sales story across."

1. "Mickey's Service Station;" 2. "Anti-Freeze—A Story of Scientific Research;" 3. "Coming Attractions;" 4. "Rip Van Winkle, Jr."—National Carbon Co., Inc. (1. Walt Disney Studios; 2. March of Time; 3 and 4. West Coast Sound Studios, Inc.) 16 and 35 mm., sound movies, Da-Lite and MPE Compact

SALES PROBLEMS: To present the Fall, 1939, merchandising program to dealers. To demonstrate to them the research behind the production of Eveready Prestone Anti-Freeze and the efforts of the company to help them promote the product.

DISTRIBUTION: Shown by company's technical staff to

dealers. The March of Time feature will be booked to consumer audiences through a commercial distributing organization.

RESULTS: This is the fourth feature length film used by the

company. Dealer attendance has increased each year. (See SALES MANAGEMENT, Sept. 1, 1939.)

"A Personal Investment"-Hart, Schaffner & Marx. (Caravel Films, Inc.) 16 mm. and 35 mm., sound movie, Bell & Howell

SALES PROBLEM: To introduce to retailers the company's selling plan, new merchandise, etc., for the current season.

DISTRIBUTION: The movie was first taken on the road by company salesmen and presented to retailers before they bought merchandise for the following season. After the new line had arrived in the dealer's store, the company salesmen returned with the film and showed it to all of the dealer's salesmen. Now the film is being distributed through dealers for local use in clubs, schools and before other consumer groups.

RESULTS: "The picture we produced for this current selling

season unquestionably influenced a portion of the outstanding increase we secured. In addition, this picture has done something we believe no other medium could have done . . . it has taken our manufacturing processes and our shops to our retail sales-

"The Surprise Party"—The Texas Co. (Caravel Films, Inc.) 16 mm., sound movie, Victor Animatograph equipment, Da-Lite

SALES PROBLEM: To present to Texaco dealers a merchandising plan for service station operation.

DISTRIBUTION: Shown by company salesmen at a series of dealer meetings.

RESULTS: Presented before 55,000 Texaco dealers.

"Ahead of the Parade"-Studebaker Corp. (Wilding Picture Service) 16 and 35 mm., sound movie, Bell & Howell equipment,

SALES PROBLEM: To introduce new Studebaker Champion to

dealers and public.

DISTRIBUTION: Shown during 12-week period; bookings made by a specially trained crew of men.

RESULTS: An attendance of 764,523 at 904 showings in 340 towns, and an additional audience of 650,000 through showings of Harris theatre chain. Showings cost the company less than 2.7 cents per capita. Reports D. Dragstem, of the Studebaker sales promotion department: "Results were very gratifying. This is shown by letters received from dealers. . . . In our opinion, this is one of the best ways we can do a mass selling program by quickly telling a sales story, accurately and forcefully, in such a way that dealers will be enabled to go out and do a real selling job in the most competitive of all fields, the retail automobile

"Back of the Trademark Sign-What?" - Skelly Oil Co. (Script and photography, Skelly advertising and sales promotion department; sound track, Calvin Co.) 16 mm., sound movie, Bell & Howell equipment.

SALES PROBLEM: To impress Skelly dealers with the fact that the company's diamond trademark sign "has stood for quality over the years." In addition to showing its dealers how trade identification helps sales, Skelly also endeavored to give them a better knowledge of the products they sell and the story of the development and progress of the company behind those products. The film is a part of the company's regular program to better its relations with its dealers.

DISTRIBUTION: First shown at a series of 77 sales meetings. Regular meetings, such as the ones at which the movie was pre-sented, are held each month throughout the Skelly marketing territory. The film was also exhibited at special sales meetings held for new dealers and new jobbers.

RESULTS: "The film brought many favorable comments from our sales force; and, as proof of its true value, it has been shown to many local business organizations throughout the Middlewest through the request of our own dealers and jobbers," reports C. B. Combs of the advertising and sales promotion department. We have been building our own slide films and motion pictures for the past five years, and we can truthfully say that the job done through "Behind the Trademark Sign—What?" has been grati-



The Skelly trademark: Leading "character" in the company's dealer movie, "Behind the Trademark Sign-What?"



"Tradition Lives"—Cadillae Motor Car Division, General Motors Sales Corp. (Caravel Films, Inc.) 16 mm. and 35 mm., sound movie, Bell & Howell equipment.

SALES PROBLEM: To depict "the quality of Cadillac manufacture based upon the traditions of this organization." The film was used to "set the stage" at field meetings and the distributors convention in Detroit which were held to introduce the new model Cadillac to dealers and distributors.

DISTRIBUTION: Shown by company salesmen at the above mentioned meetings. Prints of the film are also loaned by Cadillac distributors or dealers for local use at Rotary and Kiwanis clubs, schools. etc.

RESULTS: "Our dealers and salesmen . . . felt that the film was capably executed."

"Power Measured for 40,000 Starts"—Emark Battery Division, Thomas A. Edison, Inc. (Herbert Kerkow) 16 mm. and 35 mm., sound movie, Victor Animatograph equipment, Raven screen.

SALES PROBLEM: To educate automotive distributors' salesmen and dealers on the quality features of the Edison-Emark battery and the research efforts of Edison engineers, and to urge them to "trade up."

DISTRIBUTION: Company salesmen are showing the movie to distributors and their salesmen at meetings held to announce the Edison-Emark merchandising plan for the coming year. This will be followed by direct showings to leading dealers and groups of dealers, arranged by distributors.

RESULTS: States Jack Manchester, sales manager: "We noticed a curious fact that nearly every distributor and dealer who visited our plant, saw how we made the battery and talked with our laboratory engineers, took on our line. Why not bring the plant and our laboratories to every distributor and dealer prospect? The results have surpassed our most hopeful expectations."

"If Not, Why Not?"—The Pure Oil Co. (Atlas Educational Film Co.) 16 mm., sound movie, DeVry equipment, Da-Lite screen

SALES PROBLEM: "To make dealers feel that service station operation can be a profitable, permanent business venture and that there is real money to be made in it if they will become merchants instead of gas pumpers," explains W. P. Marquam, Pure Oil sales promotion manager. Pure Oil offers its dealers a "Balanced Selling Job" plan enabling them to sell a complete line of automotive equipment as well as petroleum products. The film ties in with the plan and with the company's year-round basic educational work with dealers.

DISTRIBUTION: Shown at dealer meetings by the company's own sales organization.

RESULTS: "The reaction from dealers and jobbers has been excellent. The total attendance reported at dealer meetings where this film has been shown to date (September 1) is 5,136," including only nine of the company's 19 sales territories. "We have every reason to believe it is the most valuable film of its type that we have ever released."

"Show Your Colors"—Shell Oil Co. (Roland Reed Productions) 16 mm., sound movie in Technicolor, Bell & Howell equipment, MPE Compact screen.

SALES PROBLEM: To show the 30,000 Shell dealers how they could use the 1939 Share-the-Road campaign to increase their business.

DISTRIBUTION: Shown at dealer merchandising meetings held throughout the various Shell sales territories. "Show Your Colors" is also available for showing before Chamber of Commerce groups, church and school associations, Y.M.C.A. groups, civic clubs, etc.

RESULTS: "In our opinion," states J. T. Irvine, manager of the sales promotion-advertising department, "Show Your Colors' accomplished an excellent job of explaining the Share-the-Road program to our dealers and gained much favorable publicity and good will through showings before various luncheon clubs and civic organizations."

"Turn on the Heat"—General Water Heater Corp. (General Film Co.) 16 mm. and 35 mm., sound movie, Bell & Howell equipment.

SALES PROBLEM: To demonstrate the manufacture of the company's products in its new \$1,300,000 plant and to present a picture of General Water Heater's sales policy toward its dealers and the public.

DISTRIBUTION: Shown to dealers, prospective dealers, jobbers, contractors, and architects by the company's representatives

in its main distribution centers. Each representative is supplied with a print of the film and projector.

RESULTS: "Turn on the Heat" was not delivered to the company until the first of September and, consequently, results and reactions from jobbers and dealers are not yet available. "The sponsors, however," reports Walter K. Davis of General Film Co., producers of the movie, "have given their 100% approval of the picture as ideally suited to accomplish the task for which it was designed."

"Men at Work"—Pharis Tire & Rubber Co. (Calvin Co.)
16 mm., sound movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: "To acquaint our trade and prospective customers with Pharis tires, their manufacture and performance."

DISTRIBUTION: Shown by company salesmen to dealers who in turn exhibited the film to prospects.

RESULTS: "We feel the film has been very successful," says W. A. Patterson, vice-president and sales manager of Pharis Tire & Rubber Co.

#### Motion Pictures for Training Salesmen and Retail Dealers

(1) "Help Yourself," (2) "Under the Hood," (3) "You Ought to Know"—Socony-Vacuum Oil Co. (Caravel Films, Inc.) 16 mm, and 35 mm, sound movies.

16 mm. and 35 mm., sound movies.

SALES PROBLEM: (1) To explain profit potentialities in Winterproofing; (2) to teach principles of automobile engine construction, with particular emphasis on lubrication requirements; (3) to visualize findings from a survey on what a car owner looks for in a service station.

DISTRIBUTION: Shown to dealers, at meetings, etc., through Socony-Vacuum and its subsidiaries.

"This Way Please"—Remington Arms Co. (West Coast Sound Studios, Inc.) 16 mm., sound movie, Bell & Howell equipment.

SALES PROBLEM: To train jobbers' salesmen, emphasizing the use of sales manuals.

DISTRIBUTION: Shown by company representatives at jobbers' sales meetings.

RESULTS: In one month, sales increased from 7% to 54% over corresponding month of last year.

"It's the Little Things That Count"—Bates Manufacturing Co. (Caravel Films, Inc.) 16 mm., sound movie, Victor Animatograph equipment, Raven screen.

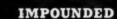
SALES PROBLEM: To train Bates dealers and their salesmen on selling in general, with special emphasis on pointers to be used in selling Bates office supplies.

DISTRIBUTION: Shown to dealers by the company's own sales force. Prints of the film are also loaned to other organizations interested in training their men.

RESULTS: "We have several hundred letters from dealers and jobbers who have seen the picture, testifying to its excellence and effectiveness."



This fellow followed all the rules on how not to sell office equipment . . . from "It's the Little Things That Count."



Over twenty years of intimate collaboration with the foremost users and buyers of commercial pictures has filled a great reservoir with collective experience, --- available to all who wish to share it.

# The JAM HANDY Organization

Slidefilms · Talking Pictures · Sales Conventions · Playlets

New York, 19 West 44th Street, VAnderbilt 6-5290 Detroit, 2900 East Grand Boulevard, MAdison 2450 Chicago, 35 East Wacker Drive, STAte 6758 Hollywood, 7046 Hollywood Boulevard, HEmpstead 5809 Dayton, 702-3 Mutual Home Building, ADams 5208

"Contact" and "It Must Be Right There"-Dr. Pepper Co.

(Calvin Co.) 16 mm., sound movies, Movie-Mite equipment. SALES PROBLEM: To train route salesmen. "Contact" is based on fundamental selling points; "It Must Be Right There," designed to impress on the salesman the value of advising his outlets to keep Dr. Pepper in coolers where customers can see the bottles.

DISTRIBUTION: Bottlers present the films to their salesmen. Prints are sold to bottlers at a minimum cost, and Dr. Pepper recommends that they show the films over and over again to their organizations so that everyone connected with the sales forces will have the opportunity to view them. To date about 25% of the Dr. Pepper bottlers have bought equipment and copies of the films, and many others have made arrangements with neighboring bottlers to use the equipment on a circulating basis. "It Must Be Right There" was first exhibited at the annual Dr. Pepper

conventions this Spring.

RESULTS: The films are just beginning to be distributed, and as yet no reaction from bottlers is available. Says A. H. Caperton, assistant sales manager, bottling division, on the subject: " are just getting started with films, and the two we have made to date have taught us a great deal about how we should proceed from this point on. We eventually hope to have films that can be used for educational purposes and projected either before dealers or the general public."

"Prospects Set the Pace"-Westinghouse Electric & Manufacturing Co. (Roland Reed Production sound movie, Bell & Howell equipment. (Roland Reed Productions) 16 mm. and 35 mm.,

SALES PROBLEM: The film was designed to do a sales training job on ranges and refrigerators. An interesting production technique has been used in this movie. It is divided into three separate reels, one reel establishing general selling principles, a second reel illustrating the application of these points to electric refrigeration and a third applying these principles to electric ranges. The various reels may be used separately or in any com-

DISTRIBUTION: The 12 Westinghouse district offices own projectors and prints of the film and arrange for showings within their territories

RESULTS: J. G. Baird, of the merchandising advertising department, states: "To date there have been 296 showings to 31,289 people. Circulation is limited to sales personnel. There has been nothing but the highest praise for these sales training films. They have had a sincerely enthusiastic acceptance."

"What's New in the News!"-Simmons Co. (Horne Movie Service) 16 mm., sound movie in color, Victor Animatograph

SALES PROBLEM: To train the salesmen of furniture and de-

DISTRIBUTION: Through the Simmons sales force of 160

men in the field. Forty machines have been allocated to salesmen, on a regular schedule. Also shown at sales meetings before intensive campaigns.

RESULTS: Reports John W. Hubbell of the Simmons Co.: "Results have been extraordinarily good. The film has created a tremendous amount of interest on the part of retail salesmen and has stimulated better selling on this quality article than it has had in many years.

#### Advertising, Institutional and Consumer Selling Pictures

"Watch Your Stops"-"Cellophane" Division, E. I. du Pont

de Nemours & Co. (Jam Handy Organization) 16 mm., sound movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To present to bakery salesmen a five point selling plan which would help them improve their sales and While the film sets out to sell bakeries on better sales tactics for route salesmen, it is mainly a good-will builder for du Pont in that the company has avoided plugs for "Cellophane." DISTRIBUTION: Shown by the "Cellophane" sales organiza-

DISTRIBUTION: Shown by the "Cellophane" sales organization to bakery executives and their salesmen.

RESULTS: Reports M. C. Pollock, "Cellophane" promotion manager: "We have found generally that sound motion pictures are a great selling aid when intelligently used and intelligently produced. By that we mean that we have definitely avoided any so-called 'plugs' for our product. The film must be built around a constructive theme which will help the man to whom it is being shown . . . We have found that we can definitely trace sales to showings of these films."

"In Tune with Tomorrow"-Chrysler Motors at the New York World's Fair. (Loucks & Norling Studios), 35 mm., 3-dimensional, sound movie with color, Motiograph equipment, Walker

SALES PROBLEM: A highly amusing entertainment movie showing the assembling of a Plymouth car, the parts "dancing" in to lively tunes and taking their respective places in stop-motion photography. Co-starring with the Plymouth car in the movie is Major Bowes, Chrysler's radio personality, who acts as the narrator. See SM, July 15.

DISTRIBUTION: Showing daily at the Chrysler Motors exhibit

building at the New York World's Fair.

RESULTS: From April 30 to September 15, over 1,000,000 people had seen the film.



Major Bowes co-stars with the Plymouth car in Chrysler's three-dimensional movie, "In Tune with Tomorrow."

"Keeping in Touch"-International Printing Ink Division, Inter-chemical Corp. (Willard Pictures) 16 mm., sound movie

SALES PROBLEM: States David Donovan of IPI: "In the minds of most persons, the manufacturing of ink seems a relatively simple operation. Few of them realize the extent to which the ink maker is required to meet rapidly changing conditions in the ink maker is required to meet rapidly changing conditions in the graphic arts industry. Many have never been inside an ink factory. "Keeping in Touch" was designed to present to the industry a picture of the progress which has been made in ink manufacturing through scientific research to lift it to a highly complex and specialized business. Because it is not practical to bring all of our customers to our factories or to the research laboratories the picture was designed to bring the factories and laboratories. oratories, the picture was designed to bring the factories and lab-oratories to our customers . . . the movie indicates how printer and ink manufacturer alike must keep in touch with the funda-

and ink manufacturer alike must keep in touch with the funda-mental research that is revolutionizing the graphic arts."

DISTRIBUTION: The film will be offered to the presidents of all local clubs of printing house craftsmen, advertising clubs, chapters of United Typothetae of America and other graphic arts organizations; to the speakers' bureau of the Advertising Federa-tion of America and other organizations representing trades in or allied to the graphic arts, such as paper manufacturers and makers of printing supplies. Later it will be offered to vocational schools, high schools and colleges which have printing departments.

RESULTS: Continues Mr. Donovan: "So far we have had only a preview for our own organization. The response to this produce of the produce of

A. E. Gessler, the head of our research laboratories, in which he says, "The film was so excellent and impressed me so much that I do not want to let this day go by without telling you. We hope that future audiences will have the same impression that we had.' Other executives of the company have spoken in similar was beyond our expectations. I have received a letter from Dr. had.' Other executives of the company have spoken in similar terms. Our personnel manager has asked to have it shown to a larger audience including all of our employes. This indicates a secondary value which the picture will have in personnel work."

"The Middleton Family at the World's Fair"—Westinghouse Electric & Manufacturing Co. (Audio Productions, Inc.) 5 reels,

Electric & Manufacturing Co. (Audio Productions, Inc.) 5 reels, 16 mm. and 35 mm., sound movie in technicolor.

SALES PROBLEM: To build good will for the sponsor. Westinghouse expects "The Middletons," with only seven mentions of the company in its five reels, to "establish a new trend toward fictional treatment of industrial themes in the movies." A feature length film, it departs from the tradition of glorifying the business of the sponsor and tells instead a simple family aftern with business of the sponsor and tells, instead, a simple family story, with intermittent spurts of comedy, against a background of the New

# To All Executives who Appreciate GOOD SELLING

### PROOF

If you want proof that Caravel Pictures get results, check with

American Can Company
American Machine and Metals, Inc.
Wallace Barnes Company
Bethlehem Steel Company
Black & Decker Manufacturing Company
Calco Chemical Company, Inc.
S. H. Camp & Company
Cluett, Peabody & Company, Inc.
Congoleum-Nairn, Inc.
Dictaphone Corporation
Godfrey L. Cabot, Inc.
Goodall Company (Palm Beach Suits)
The B. F. Goodrich Company
Hart Schaffner & Marx

Jenkins Bros.
Johns-Manville Corporation
Kenwood Mills
National Biscuit Company
National Lead Company
Raybestos-Manhattan, Inc.
Reichhold Chemicals, Inc.
Socony-Vacuum Oil Company, Inc.

Talon, Inc.
The Texas Company
U. S. Industrial Alcohol Company

OR ANY OTHER CARAVEL CLIENT

We invite you to see a Caravel picture and investigate results.

Why? Because Caravel pictures are designed for only one purpose—to increase sales. And that's exactly what they do.

For example: Six thousand new and desirable dealers. An order stepped up from 250 to 350 units (an increase of approximately \$20,000). Purchases by one of America's largest stores built up from ten to fifty thousand dollars.

True, your business is "different."

But—selling is <u>selling</u>, whether it's blankets or biscuits, collars or corsets, paint or pipe, dyes or Dictaphones!

Among the pictures we have made—to meet repeatedly a wide variety of selling problems—there's a picture that will suggest for your company a highly profitable motion picture program.

You owe it to yourself to see that picture, either in our local projection rooms or at your own headquarters.



#### CARAVEL FILMS

INCORPORATED

New York • 730 Fifth Avenue • Tel. CIrcle 7-6112

York World's Fair and the Westinghouse building in particular. The problems of the Middletons are familiar ones to American family life: Bud, of junior high school age, is convinced that the age of opportunity is over and that the world has everything it needs without any assistance from him; Babs, the 17-year-old daughter, is turning down a reliable young electrical engineer for an art teacher with a foreign accent. Father Middleton takes his family to the World's Fair and gives them, together with their enjoyment, "a new conception of American enterprise and oppor-

DISTRIBUTION: The movie will be booked through a commercial distributing organization to motion picture theatres, schools, colleges, civic and other community groups. Westinghouse is aiming "The Middleton Family" at 2,500 motion picture theatres and 10,000 additional showings before smaller groups

RESULTS: More than a thousand people attended the preview of the movie at New York's Waldorf-Astoria September 27.

"Life Begins Again"-Western Electric Co., Inc. (Audio Pro-

ductions, Inc.) 16 mm. and 35 mm., sound movie.

SALES PROBLEM: To acquaint the public and school authorities with the need of periodic audiometric testing of school chil-dren "in order that those with impaired hearing may be discovered and proper corrective measures taken to compensate for hearing losses." Containing a minimum of direct advertising for Western Electric, which manufactures hearing devices, the film illustrates the practical uses of properly designed and properly manufactured hearing aids.

DISTRIBUTION: The film had not been released at the time of reporting, but the company expects to make it available for school authorities, civic and professional groups, through a commercial distributing organization.

Western Electric considers "Life Begins Again" an RESULTS: excellent movie, but it is too early yet to report results.

"Gas Serves New York"-Consolidated Edison Co. Coast Sound Studios, Inc.) 16 mm., sound movie, R.C.A. equip-

SALES PROBLEM: To show the public the facilities and service offered by the gas company.

DISTRIBUTION: Showings are announced by enclosures with

gas bills sent to consumers.

RESULTS: Reports Henry Obermeyer, asst. vice-president, Consolidated Edison Co. of New York: "We have presented the picture to 83 audiences, with total attendance of 13,370 in New York City since March, 1939.'



To acquaint the public with the services offered by Consolidated Edison . . . from "Gas Serves New York"

"You Can Have Everything"-Westinghouse Electric & Manu-

"You Can Have Everything"—Westinghouse Electric & Manufacturing Co. (Roland Reed Productions) 16 mm. and 35 mm., sound movie, with technicolor ending, Bell & Howell equipment. SALES PROBLEM: "A consumer film designed to sell electrical household appliances through the medium of the planned electric kitchen. In the film a family organizes a campaign to sell a complete electric kitchen to Father. To make the film palatable to general audiences, a great deal of comedy is employed."

DISTRIBUTION: Westinghouse district offices arrange for showing to consumer groups in their territories. Also booked to

consumer audiences through a commercial distributing organization

which arranges for showings among its own list of exhibitors.

RESULTS: "To date, with practically all showings handled by district offices themselves, there have been 480 showings with a total attendance of 105,711. This film is generally accepted as the finest of its type we have ever had. It is several years since we have had a film designed specifically for the consumer audience. For some time we tried to combine sales and consumer interest in individual product films. Now separate 'sales training' films are provided on each product. The success of this film has sold us on the practicability of this way of making our pictures.' J. G. Baird, merchandising advertising department.



The family organizes to "sell" Father on an all-electric kitchen . . . from "You Can Have Everything."

"How Motion Pictures Move and Talk"-Bell & Howell Co. (Castle Films) 8 mm. and 16 mm., sound and silent movie, Bell

& Howell equipment, Da-Lite screen.

SALES PROBLEM: To build up consumer understanding of the product and acceptance of the trade-mark, and to strengthen dealer presentations at the point of sale. The film pictures the contributions of motion pictures to modern life "as a means of expression that transcends the limits of time and space," and traces the production of a motion picture from unperforated raw film to the finished film in use in a classroom. In passing, the movie "proves the need for supremely fine design and manufacture (in movie production and projection equipment), the availability of almost unlimited films as soon as a projector is owned, and the fact that Bell & Howell machinery is used at every stage of

professional motion picture production."

DISTRIBUTION: Demonstrations with the film are put on by Bell & Howell dealer representatives and home office convention crews. The movie is also available for showing by film producers and to consumer audiences through the Bell & Howell Filmo-

sound library.
RESULTS: RESULTS: Approximately 200 prints of the film are now in free circulation. These have been presented at some 5,000 shows, attended by 1,040,210 students and over 30,000 teachers. A slightly larger number of prints is in the hands of dealers and the rental library.

"Yours Truly, Ed Graham"—Institute of Life Insurance. (Roland Reed Productions, in collaboration with J. Walter Thompson Co.) 35 mm., sound movie.

SALES PROBLEM: The movie is an integral part of the Insti-SALES PROBLEM: The movie is an integral part of the Institute's plan for the development of a better public concept of life insurance. Featuring as the chief character a life insurance underwriter, the film dramatizes his services and contributions to his policy holders and his community.

DISTRIBUTION: "Yours Truly, Ed Graham" was released

DISTRIBUTION: "Yours Truly, Ed Graham" was released September 1. Reports J. Walter Thompson, the Institute's agency: "The life underwriter has been designated as the 'distributor' for the picture in order that he can act as host at local showings before his prospects and policy holders gathered in clubs, lodges and similar groups." Until January 1, the film will be available only to towns of over 10,000 population; after that date, to all towns, regardlless of size. Local associations of the National Association of Life Underwriters will act as bookers for the film and arrange for the showings in their cities. Prints are furnished free by the Institute in 16 mm, size and agents are asked to borfree by the Institute in 16 mm. size, and agents are asked to borrow or rent the necessary projection equipment from local outlets of a commercial distributing organization.

RESULTS: Too early to say.

# 1,000,000 People \*

Have been thrilled by the year's top-ranking film

"In Tune With Tomorrow", showing in the Chrysler Theatre at the World's Fair.

The Chrysler Corporation wanted a unique motion picture that would entertain as well as emphasize the precision quality of the Plymouth car. They found a producer equipped to bring the motion picture technique of tomorrow to the sales problems of today.

the usually dull mechanical of the assembly of a Plycar into a fifteen minute a comfortable little theater packs more laughs and

George Ritchie, New York Sun:

the Chryster film, 35mm., sound. is perhaps the biggest movie hit at the Fair. Its title, "In Tune with Tomorrow," is an appropriate one, for doubt-less few visitors at the Fair have ever seen a movie of its type:

limensional

LOUCKS & NORLING STUDIOS

> "For 16 years Producers of Outstanding Films"

245 W. 55th St., New York

\*Attendance to Oct. 1, 1939 1,367,311

Sales Management - July 1, 1939



## DISTINCTIVE SOUND SLIDEFILMS

For experienced and discriminating users of this proven medium for nation-wide sales promotion.

We create films that interpret your sales message in such clear, concise, dramatic and convincing form that the retention value to the audience is close to 100%.

Every phase of production with the exception of sound recording is executed in our own studios by our own staff of writers, photographers, artists and directors, each with years of experience in serving slidefilm users.

Now — full color is available at a reasonable cost. If you are a user of slidefilms get in touch with us for new ideas.

INCORPORATED (a subsidiary of Loucks & Norling Studios)

245 West 55th Street New York, N. Y.

"Citrus On Parade"-California Fruit Growers Exchange. (Castle Films) 16 mm., sound and silent movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: For consumer showing to demonstrate the uses of citrus fruits in salads, deserts, etc.

DISTRIBUTION: Through Castle Films. The movie is shown the uses of citrus fruits in salads, desserts, etc. to home economics groups, schools, women's clubs, and other inter-

ested consumer groups.

RESULTS: "During the 1938-39 season 'Citrus on Parade' was exhibited to an audience of 1,125,206," reports R. S. Simmons, "Thousands of records of the secretary advertising manager." "Thousands of records of the secretary advertising manager." exhibition received from educators have indicated not only the general assimilation of the Sunkist story among students, but have also shown a definite trend to the use of oranges and the Sunkist products in particular.'



Tempting dishes like this make the consumer's mouth water . . . from Sunkist's movie, "Citrus on Parade."

"What Is This Power Over Women?"-The Family Circle, Inc. (Wilding Picture Service) 16 mm. and 35 mm., sound movie,

Ampro equipment, Da-Lite screen.
SALES PROBLEM: To acquaint prospective advertisers with The Family Circle's editorial content, reader appeal, surveys of effectiveness of readership and advertising; to demonstrate to present advertisers and their sales staffs how the magazine helps to create consumer demand for products advertised in it; to demonstrate to employes of 5,600 stores that distribute *The Family* Circle how the magazine boosts sales.

DISTRIBUTION: Showings before groups of advertising and agency executives arranged by publication's staff. Several showings each week in New York, Chicago and on the Pacific Coast, and frequent showings in other centers. Showings also arranged for groups of employes of chain stores distributing the magazines. To date about 1,500 advertising and sales executives have seen the film; and approximately 2,500 chain store employes, with another 6,500 scheduled to see it in the next six months.

RESULTS: "Results in the form of increased advertising vol-

ume in *The Family Circle* are naturally difficult to measure, but the film has definitely been responsible for a better understanding of the magazine and its merits. Reactions of executives have been almost uniformly favorable, and in many cases extremely enthusi-

"Packaging-a Public Service" and "Modern Plastics Preferred"-Breskin Publishing Corp. (Willard Pictures) 16 mm.,

sound movies with color.

SALES PROBLEMS: (1) To show that packaging is a public service, that it does not necessarily add to expense of a product, but, by aiding distribution, has actually lowered the price of many articles. Prize-winning entries in the 1938 All-America Packaging

A COMPLETE MOTION PICTURE DISTRIBUTION SERVICE

In all phases for Theatrical and non-theatrical pictures. The non-theatrical service includes supplying projectors, screens, operators, etc., and transportation.

KING COLE'S SOUND SERVICE,

203 East 26th Street, N. Y. C. Lexington 2-9850 Local operating points in upper N. Y .- N. J. and Conn.

Competition are also shown. (2) To explain the plastics industry

and its contribution toward a higher standard of living.

DISTRIBUTION: Through company's own sales promotion department, working through advertising and sales executives' clubs, such organizations as Rotarians, Kiwanis, Chambers of Commerce, etc.; and consumer groups, such as women's clubs, schools,

RESULTS: Reports C. A. Breskin, publisher: "No concrete data are available excepting number of showings for each film. We have been able to keep four prints working steadily every week, even throughout the Summer months, to an average audience of 250, although there have been showings in news reel and motion picture theatres to audiences of 1,200-1,300. That our efforts have been successful is attested to by the fact that we plan to make a new production this year. . . . I do not believe that the average film made for commercial distribution is executed on a sufficiently dramatic or broad educational basis to do a real job. Most of the commercial films I have witnessed suggest too strongly that the sponsor has 'an axe to grind.' While limited distribution can be obtained on the film that has a definite 'plug,' the one designed to do a broad educational job has almost unlimited possibilities."

"Time Is Money"—Halliwell Division, American Machines and Metals, Inc. (Caravel Films, Inc.) 16 mm., sound movie,

Victor Animatograph equipment, MPE Compact screen.

SALES PROBLEM: "To assist in bringing about a better rela-SALES PROBLEM: "To assist in bringing about a better relationship between the beauty shop customer, the owner and the beauty field dealer." Just prior to the release of the film, Halliwell introduced to the trade its new Aerocrat hair dryer which is described in the movie. Included are tips for developing more

pleasant and satisfactory service in the beauty shop.
DISTRIBUTION: To be offered without cost to groups of interested beauty shop owners after the premier showing October 3 for members of the New York State Hairdressers Association. A press preview of the film was held late in September.

RESULTS: "Enthusiastic response at the preview.

"Glass That Protects"-Safety Glass Association. (Loucks & Norling Studios) 16 mm., sound movie, Bell & Howell equipment, Da-Lite screen.

SALES PROBLEM: To tell the story of the various types of

safety glass and to point out the advantages of each.
DISTRIBUTION: Shown at private presentation Shown at private presentations to safety organizations, state highway departments, automobile manufac-

turers, safety engineers, etc. RESULTS: "Excellent!"

"The Book of Books"-National Publishing Co. (Willard Pictures) 16 mm., sound movie, Bell & Howell equipment.

SALES PROBLEM: To acquaint public with background of the Scriptures and to show details of manufacture of the Bible. DISTRIBUTION: Shown free of charge to church organizations, clubs, lodges, etc.

RESULTS: Since its issuance in January, the company's own copy has been shown more than 100 times, and prints sold to religious organizations have been shown many more times. More than 20,000 "audience reaction" cards have been returned to National Publishing Co. Comment has been "very favorable," according to W. M. Thomas of that firm.



The story of the writing of the Bible is told in National Publishing Co.'s "The Book of Books."

# To Sales Executives Who Want More Profitable Showings For Their Industrial Films:

S many showings of your film as you want .... before any type of audience you select .... anywhere in the Eastern half\* of the United States .... properly promoted .... well publicized .... audited .... with no headaches to you: THAT, in brief, is what G. R. Taylor service stands for.

You can buy film showings just as easily and conveniently as you do cigarettes: All in one package. A complete service. A Taylormade service.

# G. R. Taylor & Co.

9 ROCKEFELLER PLAZA

New York

Circle 5-8480

IRVINGTON, NEW JERSEY

Essex 3-3100

# 12 REASONS WHY

FILM SPONSORS FIND TAYLOR DISTRIBUTION WORRY-FREE AND EFFICIENT:

1 175 full time Taylor-trained sales engineer operators working only for G. R. Taylor do cll of the projection work. Only the latest model standard equipment is used.

2 A uniform service is guaranteed because our home office executives arrange the check-ups of operators and equipment.

Gomplete coverage of all territories including urban, suburban and rural districts—
no extra mileage fee or special charges of any

4 The full time of our executive, sales and operating force of over 200 persons is devoted SOLELY to the distribution of films.

5 Our flat rate per show includes the booking, the publicity, the showing and mer.

6 All bookings are centrally controlled and subject to your advance approval — assur.

7 We have the right type of showing.

We maintain a list of 290,000 organizations for your use. The largest in the world defilms.

8 We give full cooperation to sales and advertising departments for merchandising, and conducting surveys,

9 We arrange for publicity in organization programs, local newspapers, local radio stations, club bulletins, etc., at no extra charge.

We render a complete and audited report resentative and the person in charge.

We insure our clients against public lia.

12 Our off

12 Our clients know in advance exactly what the complete distribution program will cost.

AN INDUSTRIAL FILM THAT ISN'T CIRCULATING IS A FROZEN ASSET

TAYLOR-MADE TO FIT YOUR NEEDS

\* All states East of the Mississippi, plus the states of Louisiana. Arkansas and Missouri. We will set up other areas for you by special arrangement.



THE CHALLENGER
Can Be Set Up Instantly
Anywhere

The only screen with square tubing in the TRIPOD to hold the surface in perfect alignment — and the only screen which can be adjusted in height simply by releasing a spring lock and raising the extension support. No separate adjustments of case, 12 sizes from \$12.50\* up.



For Perfect Showings

of BUSINESS FILMS

PROMINENT EXHIBITORS USE



(Reg. U. S. Pat. Off.)

Wherever industrial motion pictures and slide films are being shown — whether at the Nation's two World's Fairs or elsewhere throughout America in factories, schools, clubs, churches, auditoriums, offices or homes — you will find experienced users of this modern selling medium projecting their pictures on Da-Lite Screens. Many of these exhibitors chose Da-Lite Screens after comparative tests had proved their superior light reflective qualities and greater convenience. Others specified Da-Lite equipment because of its 30-year old reputation for quality and dependable service. Da-Lite screens are available with White, Silver, or Glass-Beaded surfaces in many styles and sizes to meet every requirement. Ask your producer-dealer about Da-Lite screens today.

## PARTIAL LIST OF PROMINENT USERS OF DA-LITE SCREENS

ADDRESSOGRAPHMULTIGRAPH CORP.
AIRWAY ELECTRIC
APPLIANCE CORP.
ALLIS CHALMERS MFG. CO.
AMPRO CORP.
BELL & HOWELL CO.
CHICAGO & NORTHWESTERN RAILROAD
CHRYSLER CORP.
COMMONWEALTH EDISON CO.
DEERE & CO.
DE VRY CORP.
REUBEN H. DONNELLY CORP.
EASTMAN KODAK CO.
THE FISK TIRE CO.
GENERAL MOTORS CORP.
THE GREYHOUND MANAGEMENT CO.
HART, SCHAFFNER & MARX CO.

HOUSEHOLD FINANCE CORP.
INTERNATIONAL BUSINESS
MACHINES
INTERNATIONAL HARVESTER CO.
INVESTORS SYNDICATE
JOHNSON WAX CO.
LEE HAT CO.
LIBBY, MCNEILL & LIBBY
LUMBERMEN'S MUTUAL
CASUALTY CO.
MODINE MFG. CO.
JOHN MORRELL & CO.
THE PENNSYLVANIA RAILROAD CO.
STEWART WARNER CORP.
THE STUDEBAKER CORP.
VICTOR ANIMATOGRAPH CO.
WILLARD STORAGE BATTERY CO.

Write for 48-page catalog on Da-Lite Screens, including recently reduced prices!

#### DA-LITE SCREEN CO., INC.

Dept. 105, 2723 N. Crawford Ave., Chicago, III.

"Stitching Tricks by Singer"—Singer Sewing Machine Co. (Horne Movie Service) 16 mm., sound movie, Victor Animatograph and Bell & Howell equipment.

SALES PROBLEM: To contrast the Singer sewing machine of yesterday with the modern, efficient machine of today and to show the consumer how she can make everything from clothes to rugs with the "gadgets" on the new Singer. The picture also covers the "Singer Sewing Center" which holds sewing classes wherever Singer sewing machines are sold, the Singer man, and the services to be had from each.

DISTRIBUTION: Prepared primarily for exhibit use but is now being shown before women's groups, church organizations, YWCA's, etc.

RESULTS: "It has been highly successful," reports H. H. Horton, "and we find that women, who previous to seeing the film were not particularly interested in sewing, are . . . after seeing it . . . anxious to avail themselves of sewing instructions that we offer at all of our Sewing Centers."



To show the evolution of the sewing machine . . . from Singer Sewing Machine Co.'s "Stitching Tricks by Singer."

"Measuring Feed Values"—Park & Pollard Co. (Worcester Film Corp.) 16 mm., sound movie in color, Victor Animatograph equipment.

SALES PROBLEM: To acquaint the farm audience with new knowledge of nutrition as applied to poultry and livestock; to show the importance of biological and chemical laboratory control of measurable nutritional factors involved in feed formulation; to show results of certain vitamin and mineral deficiencies and how they affect profits. Also, to build good will among dealers by providing a project on which they can capitalize directly.

DISTRIBUTION: Through the advertising department, in cooperation with Park & Pollard dealers. Invitations are mailed to hand-picked mailing lists, followed by reminder letters and return

RESULTS: Reports R. A. Browning, Park & Pollard advertising manager: "In Winter and Spring 1938-1939, 1,930 meetings (total attendance 31,500) were held in New England, New York and Pennsylvania. It is considered by us and our dealers to be a very successful project. Consumer reaction has been excellent."

"Automobile Installment Finance"—National Bond and Investment Co. (Talking Sales Pictures, Inc.) 35 mm., sound movie, Talk-Pix equipment, Da-Lite screen.

SALES PROBLEM: To educate automobile salesmen on the merits of automobile installment purchase notes through finance companies.

DISTRIBUTION: Shown by company solicitors.
RESULTS: The movie was released in mid-August, and early results have been "very satisfactory."

"Vacationing in Florida"—Collier Florida Coast Hotels.

(Worcester Film Corp.) 16 mm., silent movie, in color. SALES PROBLEM: To publicize the company's resort hotels. DISTRIBUTION: Shown to members of sportsmen's clubs and to gatherings organized by patrons of the hotels.

to gatherings organized by patrons of the hotels.

RESULTS: "Excellent reactions and actual bookings from visitors."

# Slide Films

#### Dealer and Jobber Relations Problems Handled with Films

Series of 11 films including "Once Over the Overdrive," "Coming Events" and others—Chrysler Service Division, Chrysler Corp. (Brobuck, Inc.) 35 mm., sound slides, Illustravox-SVE and Webster-SVE equipment, Da-Lite and other screens.

SALES PROBLEM: To instruct dealers' employes in better

service methods for Chrysler cars and thereby improve service

DISTRIBUTION: Shown by approximately 100 field service representatives to dealers and their employes.

RESULTS: Slide films have been a major factor in Chrysler's extensive program of service training and raising the standard of service throughout the country in all Chrysler divisions.

"Progress Now Snares the Sneeze"-Coopers, Inc. Sales Pictures, Inc.) 35 mm., sound slide, Illustravox-SVE equipment. Da-lite screen.

SALES PROBLEM: To present to Coopers dealers the story of the Fall, 1939, national advertising campaign; to show them and their sales clerks how to tie in with this program to best advantage, and to give them a picture of the research and mar-keting activities which have "enabled Coopers to rise to a position of leadership.

DISTRIBUTION: Through company salesmen, each of whom is equipped with a projector and copy of the film. It is a part of the job of each salesman to show the slide to as many of his

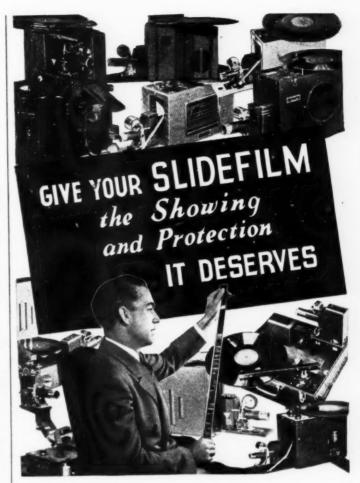
RESULTS: This is the fourth sound slide film which Coopers has produced for showing to its dealers. Reports J. K. Northway, sales promotion manager: "Sales of Jockey underwear, especially Jockey Longs, have shown a marked increase this Fall. Advance orders for merchandise, as well as advance commitments for merchandising and advertising helps and general dealer enthusiasm, indicate the complete success of the Fall program. And certainly a fair share of the credit must go to the film which was the medium through which the program was presented to dealers.



company's merchandising policies get a big play in Coopers, Inc.'s "Progress Now Snares the Sneeze."

"Smooth Selling," "Plus Profits," "It's Right There for You" and "U. S. National Radio and Magazine Advertising Campaign"—U. S. Tire Dealers Corp. (AudiVision, Inc.) 35 mm., sound slide, Illustravox-SVE equipment.

SALES PROBLEM: Each of the first three films mentioned was designed to do a specific job of dealer training. For instance, "Smooth Selling" introduced to dealers a plan for face-to-face



#### Specify SIE SLIDEFILM **PROJECTORS**

#### QUALITY EQUIPMENT WITH TIME PROVED ADVANTAGES

You want clear pictures. You want your captions sharp, and easy to read. You want accurate colors, SVE Slidefilm Projectors give you all of these and assure the kind of showing your film deserves. They also have important safety features. A patented heat-absorbing filter reduces heat at the aperture to the minimum. In all SVE Slidefilm models, a special releasing mechanism moves the rear aperture glass back automatically when the film is turned from one frame to the next, SVE Projectors are made in many styles including the popular Tri-Purpose unit which shows 2" x 2" glass slides as well as single and double frame film strips. For perfect showings and full protection of your film, specify SVE Projectors in your sound units. SVE Projectors are sold by all leading producer-dealers.

#### Write for "How To Show It."

Send today for descriptive literature on SVE Slidefilm Projectors and the many ways in which they are being used in industry.

Society for Visual Education, Inc. Dept. 10SM, 100 East Ohio Street, Chicago, III.

nd

28 Y Cars of Service answer

Since 1911 the Motion Picture Bureau of the Y. M. C. A. has confined its effort exclusively to distribution.

We know that a motion picture to be successful

\* PRODUCE PROSPECTS

\* CREATE GOOD WILL

\* SELL GOODS

MAKE A PROFIT

Your motion picture becomes a four-star success, when distributed through our nation-wide service, because:

1,000,000 minimum guaranteed audience for every 80 prints in circulation at a cost of 3/5 of a cent per person — one low cost covers all.

1,000 local Y.M.C.A.s will cooperate with you to reach the best consumer groups.

7,800 sound exhibitors look to us for programs, (analysis available)

Advance notices of all bookings make possible dealer or representative sales activity at the time of exhibition.

A special edition of "Exhibitors Bulletin" featuring your film is prepared and mailed to selected organizations.

The American Brass Co. Bakelite Corp. Carborundum Company

Ask any of the following companies how we perform: (Partial list)
Trane Company
General Foods Sales Co., Inc. Crane Company The Firestone Tire & Rubber Co. General Motors Corp. Metropolitan Life Ins. Co. The Great Atlantic & Pacific Tea Co. DETAILED INFORMATION ON REQUEST

Standard Oil Co. of N. J. Western Electric Co. Weyerhaeuser Sales Co.

# ON PICTURE BUREAU

NEW YORK 347 Madison Avenue Murray Hill 6-1200

CHICAGO 19 S. La Salle Street Central 4446

SAN FRANCISCO 351 Turk Street Tuxedo 1942

selling of U. S. tires at the dealer's store or service station. "Plus Profits" was prepared to point out to U. S. dealers the value of soliciting the cooperation of automobile dealers in selling "changeover" tires to new car purchasers, and it established a procedure for attaining this aim. "It's Right There for You" was produced to create dealer interest in selling truck tires and presented practical steps necessary for organizing successful truck tire sales operations. The purpose of the fourth film in the list was to depict the reasoning behind the company's advertising efforts in maga-

DISTRIBUTION: The film program was first presented to the company's sales organization and to dealers at a series of 66 national dealer meetings held during April of this year. Prints of the film and copies of the sound track are kept at each of the 40

U. S. branches for use by salesmen at local dealer meetings.

RESULTS: "Smooth Selling" was welcomed by dealers "because of its refreshing practicality" and because "no time was wasted in 'preachiness." U. S. reports that "Plus Profits" more than paid for its cost by giving dealers an orderly formula for going after tire business through automobile dealers; that "It's Right There for You" was well received by both dealers and the company.

"Harry Pays His Bills"-Wilkening Manufacturing Co.

(AudiVision, Inc.) 35 mm., sound slide. SALES PROBLEM: To dramatize to jobbers, jobbers' salesmen and automotive repair men, the merchandising features of a consumer and dealer contest conducted by the company during April, May and June of this year. The contest offered each month free to the best 100 completions of the sentence, "I want 'motor jobs'' the motor of my car reconditioned with Pedrick piston rings because . . ." It offered \$500 in prizes to repairing sentence, "I use Pedrick piston rings in all my motor jobs be-

DISTRIBUTION: Shown at scheduled meetings of jobbers and

jobbers' salesmen by company representatives.

RESULTS: "The film was most effective in getting across our story wherever it was shown," says W. A. Kirkpatrick, Wilkening advertising manager. "The chief difficulty encountered was in arranging trade meetings at which to show the film. In the automotive field, trade meetings have been overworked during recent years and jobbers are loath to cooperate in sponsoring them and getting their trade together, and at the same time repairmen are disinclined to attend unless they believe something of real merit will be given them. However, we had a substantial amount of success in this connection and quite a number of our meetings broke all attendance records for events of this nature . meetings at which as many as 1,000 attended and we had many at which the attendance was limited to a few local repairmen.

"A \$90,000,000 Yearly Market"—General Motors Truck & Coach, division of Yellow Truck & Coach Mfg. Co. (Brobuck, Inc.) 35 mm., silent slide.

SALES PROBLEM: To outline to dealers a three-point truck management program for the successful operation of a used truck selling department.

DISTRIBUTION: Dealer meetings, at which the film was shown, were put on by four groups of factory officials. About 25 such meetings were held throughout the country.

RESULTS: No specific data on attendance of the meetings or

reactions to the film are available. "However," reports F. S. Vorn, sales promotion department, "the present condition of dealers' used truck stock is exceptionally good in view of the fact that our new truck sales have increased over 60% for the first six months of 1939 over the same period of 1938, whereas the average used truck inventory for the first six months of 1939 is about 28% lower than in 1938."

"Stripped for Action" and "Red Hot Selling"—Visking Corp. (Caravel Films, Inc.) 35 mm., sound slides, Illustravox-SVE equipment.

SALES PROBLEM: "To influence a higher level of efficiency among our customers, both in the production and merchandising of skinless frankfurters and wieners." Visking manufactures "NoJax" skinless frankfurter casings and "Visking" sausage casings which it sells to meat packers and sausage manufacturers for making the skinless variety of their products. With these films it endeavored to show its customers improved manufacturing methods, worked out under actual conditions, for producing skinless franks and wieners, and to impress on them the fact that modern merchandising methods and practical sales helps are applicable to the products they sell.

DISTRIBUTION: Handled by company salesmen in the course

of their regular calls on sausage manufacturers and meat packers.

"Often . . . shown to the principals, and on their request another showing is arranged for the sales and manufacturing forces of the business," reports K. W. Chapman of the Visking sales promotion department.

RESULTS: "The complete success the films have enjoyed must be qualified somewhat by the fact that such films are newer to the sausage and packing industry than to most lines. Arrangement for shows has been made without exception. Production cooperation gained has been greater than through any other one effort. Demonstration of selling methods has resulted in actual hundreds of new retail accounts opened for manufacture. .

(1) "Dollars on Wheels" and (2) "Customers Who Mean Business"—Sinclair Refining Co. (Vocafilm Corp.) sound slide

SALES PROBLEM: (1) To call attention of dealers to increased business from tourists and show them how to cash in on this extra travel. To put across idea that good will created by one dealer helps all dealers. (2) To show dealers how to use the Sinclair credit card system in building a permanent clientele, thereby increasing sales.

DISTRIBUTION: Films shown by agents and field personnel

to dealers

RESULTS: Showing the films has evoked comments on their "appropriateness" and their help in enabling dealers "to do a better job." The credit card film resulted in a distinct increase in applications for such cards.

"The Car America Will Be Proud to Own"-Pontiac Division, General Motors Corp. (Jam Handy Organization) 16 mm. and 35 mm., sound movie, Bell & Howell equipment, Da-Lite screen. SALES PROBLEM: To introduce to dealers, and to the public,

the 1939 model Pontiacs.

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DISTRIBUTION: Shown first in the field at meetings held previous to the announcement of the new models to the public. Dealers were then supplied with 16 mm. prints of the movie for showing to consumers.

RESULTS: Such a movie has been used by Pontiac for several years to introduce its new models, and the medium is considered one of the best for this purpose. "Let's Start Something"-U. S. Envelope Co. (AudiVision,

Inc.) 35 mm., sound slide, Illustravox-SVE equipment.

SALES PROBLEM: A dramatic story of envelope selling, involving two printers, a paper salesman and three consumer buyers, designed to tell the printer how he can profit by going after more envelope business, how he can get that business and what he

should do about price competition.

DISTRIBUTION: Showings arranged by jobbers before printer

association meetings.

RESULTS: "Too early to say."

"A Masterpiece Is Born" and "Who's Who and What's What in Music"—RCA Manufacturing Co. (AudiVision, Inc.) 35 mm., sound slides, various equipment.

SALES PROBLEM: To give RCA dealers instruction on the

manufacture of records and also a short course in music appre-

DISTRIBUTION: Supplied to RCA distributors who held dealer meetings, inviting all of their dealers to attend the "record

RESULTS: "The reaction to the films was excellent," reports J. M. Williams, manager, advertising and sales promotion, Victor and Bluebird records. "The dealer response, in fact, was almost unanimous, and it is our feeling that these films managed to portray graphically subjects which would have been practically impossible to get across in any other fashion.'

"DeVilbiss Means Quality," "More Sales Out of Thin Air" and "More Air for Your Money"—DeVilbiss Co. (Brobuck, Inc.) 35 mm., sound slides, Operadio Explainitone equipment, Da-Lite screen

SALES PROBLEM: The three films are used as one show and are part of the current DeVilbiss program to give jobber salesmen a better understanding of the products and the company behind them. The films picture the past experience of the company in developing its spray painting equipment, exhaust systems, air compressors and hoses. They portray the company's modern manufacturing processes, its testing methods and the breadth of the line it manufactures. Action of the films points out how and where the various items in the line can be sold.



DISTRIBUTION: Films are shown by company salesmen who conduct sales meetings, or clinics, with their jobbers—for the most part automotive jobbers, for "the story of the films is woven around the garage and service station customers of our jobbers.

around the garage and service station customers of our jobbers." Clinics have always been a part of the DeVilbiss jobber program, but only this year were the films added.

RESULTS: "Desired result . . . is being accomplished," reports B. C. Gardner, "but it would not be fair to say the increase was due to the films alone. The improvement in general business conditions and the varied efforts of our sales organization have had much to do with the increase in our volume through jobbers."

"Wring Out the News"-Kelvinator division, Nash-Kelvinator

"Wring Out the News"—Kelvinator division, Nash-Kelvinator Corp. (Biobuck, Inc.) 35 mm., sound slide.

SALES PROBLEM: To introduce to dealers and highlight the features of Kelvinator's 1939 washer line.

DISTRIBUTION: Shown by district managers to distributors who in turn used the film for presenting the story of the new washers to dealers and dealers' salesmen. Distributors are supplied with from one to a dozen projectors and copies of the film to be

circulated among their dealers.

RESULTS: "Enthusiastically received by outlets," reports A.

M. Taylor of the advertising and sales promotion department. Laundry Equipment division officials designated as A-1-a real



To introduce the highlights of the 1939 Kelvinator washer line . . . from "Wring Out the News."

"Parade of the Ice Cream Dixies"-Dixie-Vortex Co. (Audi-Vision, Inc.) 35 mm., sound slide, Illustravox-SVE equipment,

SALES PROBLEM: Primarily, to sell dealers (some "500 . . . of the nation's outstanding ice cream manufacturers") on the Dixie merchandising program, and incidentally, to sell the prod-uct. In fact, the company had four definite objectives to reach with its film: First, to present the sales promotion plan to new customers; second, to convince customers who have used the plan for several years that it did not lose its appeal because, being constantly changing market, the premium pictures on ice cream Dixie caps were always of current interest; third, to encourage dealers to use the point-of-sale material supplied by the company; and fourth, to overcome the idea on the part of the dealer's personnel that the program involved a lot of extra

DISTRIBUTION: Since ice cream Dixies are sold under franchise to "selected manufacturers only," the film has had a limited audience. However, it is being shown by Dixie sales promotion men and salesmen to the management of ice cream companies, their salesmen, drivers and other employes, such as production men and stock room clerks, who have anything to do with the filling or distribution of ice cream Dixies.

RESULTS: "With those customers who have seen the film, interest in properly supporting ice cream Dixies . . has increased with resulting increases in sales for those customers," reports Hilda Long of the sales promotion department. "We aim to show the film to every one of our customers, their subsidiaries, and branches; our job is about a third finished, and we expect to complete it by May 1 of next year. All customers have found the film interesting, have commented that it gave them an understanding they never had before of what ice cream Dixies could do for ice cream sales. The most substantial good effect it has had so far, however, is that it has convinced our oldest customers that our program is increasingly salable."

#### Films for Training Manufacturers', Jobbers' and Dealer Salesmen

"Selling Living Protection" and "Building Prospect Street"
—Investors Syndicate. (Talking Sales Pictures, Inc.) 35 mm., sound slides, Talk-Pix equipment, Da-Lite screen.

SALES PROBLEM: To recruit and train salesmen. "Selling

Living Protection" is used in interviewing new salesmen to help explain the company, its history, its work and services, and to enable every Investors Syndicate office to give a standard presentation. "Building Prospect Street" is purely for sales training, and in preparing the film the company sent questionnaires to every district manager asking for the methods they used in showing sales manager asking for the methods they used in showing the second of the sales when the basic of the sales were the sales of the sales when the sales of the sales were sales and the sales when the sales were sales were sales when the sales were sales were sales when the sales were sales when the sales were sales were sales were sales when the sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales which were sales were sales when the sales were sales were sales when the sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales when the sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales were sales were sales when the sales were sales were sales were sales when the sales were sales were sales were sales w salesmen how to secure prospects. These form the basis of the subject matter of the slide.

DISTRIBUTION: Used by the 252 Investors Syndicate district

RESULTS: "Most satisfactory." "Splendid."

"Your New Opportunity," "Selling the Deluxe Six," "One Out of Four," "You and Co." and "Prospects on the Line."—Pontiac Division, General Motors Corp. (Jam Handy Organization) 35 mm., sound slides, Illustravox-SVE equipment, Da-Lite Screen.

SALES PROBLEM: To train dealer salesmen in selling both new and used Pontiacs. The last two slides in the series are devoted to specific selling points: How to get prospects through present Pontiac owners, and how to use the telephone in selling.

DISTRIBUTION: Shown by subscribing dealers to their sales-

RESULTS: Pontiac has provided such a film service to its

dealers for several years, and the fact that dealers continue to subscribe to it is considered proof of its helpfulness.

"Dollars on the Dotted Line" and "Prospecting for Profits"— Tilo Roofing Co., Inc. (AudiVision, Inc.) 35 mm., sound slide, Illustravox-SVE equipment.

SALES PROBLEM: To train company salesmen on general

selling tactics and show them how to apply those tactics to the selling of Tilo roofing products.

DISTRIBUTION: The company operated 15 sets of equipment (copy of the film and projector), each set rotating among three branches. Definite schedules were given branch managers, so that each manager could plan his program accordingly. Beforehand, he received a meeting guide, outlining the sales meeting to be held in conjunction with the showing of the films, and "Sales Nugget" books, containing pointers brought out in the films, to distribute

RESULTS: Several years ago Tilo produced a silent movie to use in training its sales force. "These films," reports a spokesman of the company, "did a very good job, but I feel confident in saying that the sound slide films are more effective. Both our managers and our salesmen showed a great deal of interest in the new films and, I believe, learned a definite sales procedure . . . Our company feels that we have received decided values in return for the money spent on these films and that they were entirely worth-while. However, we cannot point with pride to any great sales achievement which could be attributed to them."



To "sell" dealers on the Dixie-Vortex merchandising program . . . from "Parade of the Ice Cream Dixies

### NOTE TO EXPERIENCED EXECUTIVES

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Motion **Pictures** 

Color **Productions** 

Talking Slide-films

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**Public Relations** 

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"Follow Up the Hot Ones" and "Stumbling Blocks or Stepping Stones"—International Association of Milk Dealers. (Brobuck, Inc.) 35 mm., sound slides.

SALES PROBLEM: These films are two of a series of six used

to supplement the Association's manual training program for route salesmen of member milk dealers. The first film is designed to show milk salesmen how to secure new customers by obtaining advance information on the habits and likes of the prospects. The second illustrates proper methods of handling complaints.

DISTRIBUTION: The series is supplied to member dealers

subscribing to the training program, who make their own use

of it in training their route men.

RESULTS: "Their acceptance has been most enthusiastic," reports Roscoe E. Little, executive secretary of the Association and here is what a few of the many dealers who have used the program say about it:

"This route has increased 32 units per day and has held the gain for three weeks. This one instance is well worth the investment in the projector and films."—E. A. Allbright, office manager, Banquet Ice Cream & Milk Co., Indianapolis.

Our milk business has shown a steady increase right through the Summer at the season of the year when we usually expect a slump. We think this is due largely to the training and the renewed interest our drivers are receiving from the films."—V. Baker, general manager, Meadolake Milk Products Co., Sherman,

"Expect to have a re-showing of both films at our next sales meeting, as our fellows are enthusiastic about seeing them again."

—R. J. Whiteley, sales manager, Crown City Dairy Co., Pasadena,

with a film and record the men seem to take an active interest because they have recited for them the conditions which they themselves have come in contact with."—J. G. Roberts, sales manager, Miami Home Milk Producers Association.

"Make Them Want to Buy" and "How to Make More People Want Drug Products"—E. R. Squibb & Sons. (AudiVision, Inc. and Visayo, OR.) 35 mm., slides, Illustravox-SVE equipment.

SALES PROBLEM: To instruct salespeople and proprietors in retail drug stores on general selling, to stimulate their interest in selling Squibb products and to give them specific points to use in selling Squibb products.

DISTRIBUTION: Shown by Squibb representatives who con-

DISTRIBUTION: Shown by Squibb representatives who conduct meetings with retail proprietors and their sales personnel. These meetings may be luncheon or dinner get-togethers, may be held in chain store auditoriums or in small store prescription departments. Usually they are scheduled for the eve of "Squibb Concentration Sales" in retail stores.

RESULTS: Squibb produces four to six slide films each year, of which the two mentioned here are its latest. Since the films are designed to give instruction in general selling as well as pointers to be used in the sale of Squibb products, "they are well received by chain and independent organizations," reports Clyde Eddy, manager of the merchandising division. "We cannot trace any direct sales to the film showings, but we feel reasonably sure that the stimulation and information imparted by our slide films showings result in added sales of Squibb products in retail stores." showings result in added sales of Squibb products in retail stores.

"Six Chances to Sell"—Jewel Tea Co., Inc. (Caravel Films, Inc.) 35 mm., sound slide, Illustravox-SVE equipment, Da-Lite

SALES PROBLEM: States J. E. Morrison, of the Jewel training division: "Jewel Tea Co., Inc., operates over 1,500 sales routes on a national basis in addition to a chain of more than 100 food stores in the Chicago area. Ninety branch headquarters points, located in 42 states, direct the activities of our route salesmen. There is an inevitable line loss in a decentralized training operation, such as ours. 'Six Chances to Sell,' which training operation, such as ours. 'Six Chances to Sell,' which depicts a thoroughly tested procedure of selling in the regular customer's home, was produced with the hope that it would result in a nationally, and more uniformly successful sales job by

DISTRIBUTION: Jewel has supplied its branches with copies of the film and projectors for training the men in their territories.

RESULTS: "Our normally slow moving item was pictured,

but not especially plugged, in three or four frames of 'Six Chances to Sell.' In the two months following the field introduction of this film we sold more than three times as many units of that item as we sold during the entire year of 1938. The average sale per customer has increased to the highest point in two years, and we feel our improvement will be cumulative." This is the first sales training slide Jewel has released to the field, and it has clicked so successfully that the company is going ahead with production of additional films.

"Keeping Step with Opportunity" and "The Penalty of Habit"—Dodge Division, Chrysler Corp. (Ross Roy Service) sound slide films, Illustravox-SVE equipment, screen included in

SALES PROBLEM: To assist dealers in merchandising Dodge

DISTRIBUTION: Sold to subscribing dealers. RESULTS: Considered helpful,

"Clean Up with Clean Ups," "A Buck in the Bank," "Make Weigh for Profits" and "The Modern Way"—Delaware, Lacka-wana & Western Coal Co. (Brobuck, Inc.) 35 mm., sound slides, Illustravox-SVE equipment.

SALES PROBLEM: To train D. L. & W. dealers and their employes in selling "blue coal" and heating equipment.

DISTRIBUTION: Company representatives hold meetings and

show the films in dealers' offices.

RESULTS: Reports William E. Malone, Jr., assistant sales promotion and advertising manager: "Films have been very successful in teaching both dealers and employes modern merchandising methods and how they can be applied to the selling of coal.'

"Window Shopping"-Home Window Decorating Guild. (Vocafilm Corp.) sound slide film, Illustravox-SVE equipment.
SALES PROBLEM: To train department store salespeople to increase sales of American-made lace net curtains,

DISTRIBUTION: Shown at department stores. Bookings made through representatives of curtain mills and through letters to

curtain department and personnel managers of stores.

RESULTS: Released April 1, and shown to 200 stores by midAugust, when 40 bookings had been arranged for September. Amazed at enthusiastic reception," reports Dorothy Rogers of Home Window Decorating Guild.



A trade guild sets out to train retail salespeople . . . from the sound slide, "Window Shopping."

"The 1939 Wholesale Program"-General Motors Truck & Coach, division of Yellow Truck & Coach Mfg. Co. (Brobuck, Inc.) 35 mm., silent slide.

SALES PROBLEM: To set up a sales objective for 1939 and to

train dealers in the ways and means of reaching this objective.

DISTRIBUTION: About 25 dealer meetings, at which the film was shown, were held by four groups of factory representa-

RESULTS: "There are no data on reactions immediately following these meetings, but our actual sales results by far exceeded the objective set up in this program."

"The 1939 Quality Six," "The 1939 Deluxe Six," "The 1939 Deluxe Eight," "Investment Satisfaction," "The Full Measure of Value," "The Spotlight Reveals the Facts" and "Pontiac's Cooling and Lubricating System"—Pontiac Division, General Motors Corp. (Jam Handy Organization) 35 mm., sound slides, Illustra-vox-SVE equipment, Da-Lite screen.

SALES PROBLEM: To acquaint Pontiac dealers and their salesmen with the values of the product. This series of sound slide films includes product slides, in which the various features of the Pontiac models are described, and "comparative" slides which picture Pontiac features in comparison with those of other cars in the same price range.

DISTRIBUTION: Through subscribing dealers who show the

series to their own salesmen and also to prospects.

RESULTS: "Considered one of the best media for the purpose.



He may not have one, but he's a character in D. L. & W.'s "A Buck in the Bank."

#### Advertising, General Publicity, Consumer Sales and Other Films

"A Midwinter Night's Dream" and "Today's Burning Question"—Schwitzer-Cummins Co. (Talking Sales Pictures, Inc.) 35 mm., sound slides, Talk-Pix equipment, Da-Lite screen. SALES PROBLEM: "A Midwinter Night's Dream" was produced to demonstrate to consumers the "convenience, comfort and economy of Stokol automatic heat with coal." "Today's Burning Question" deals with Stokol automatic heat in apartment houses, public buildings, factories, banks and for other industrial uses and was produced as a selling aid on that type of account.

DISTRIBUTION: Through authorized Stokol dealers who own

resulted in securing 93 installation surveys out of which came 58 sales. Here are a few of the comments from dealers who used the film: "Great success in showing at Ladies' Aid and missionary societies" . . . "Need the film for our salesmen who cannot paint a word picture."

"Longer Life for Tractors"—Illinois Farm Supply Co. ton Holmes Films, Inc.) 35 mm., sound slide, McClure-SVE equip-

ment, Da-Lite screen.
SALES PROBLEM: The marketing division of Illinois Farm Supply Co. sells some 2,000,000 gallons of lubricating oil annually to farmers of Illinois, and the purpose of this slide film was to train the farmer on the proper care and operation of his tractor in order "to prevent troubles and complaints before they happen." Incidents of common experience to tractor owners were used to drive home the fundamental points of the film. Also shown to salesmen to train them to become "trouble shooters.

DISTRIBUTION: The company has sold prints of film to 55

of its affiliated units who arrange for showings in local school houses, grange halls, university extension tractor schools, etc.

RESULTS: "Our management was somewhat skeptical at the beginning and doubted the advisability of the expenditure," states W. B. Peterson, director of sales. "Member units also were slow in shelling out the cash to buy copies. However, after it had been shown a few times, John told Bill and Bill told Henry—and the project has gone over with surprising success. Attendance data sheets indicate that over 35,000 farm people have seen

the film.

"It is commonly believed that a good salesman is a poor trouble shooter. We have learned why salesmen run away from trouble—they don't know the answer. Many of our men now go after trouble with almost the same enthusiasm of a new sale because they have discovered that a complaint is a sales opportunity and that it is more important to safeguard old business than to be searching constantly for new.'

"The Yardstick of Quality" (Plymouth-Chevrolet comparison), "Mr. Jarrett Goes to College" (Plymouth-Ford comparison), "Most Like the High-Priced Cars" (Plymouth-Ford-Chevrolet comparison) — Plymouth Division, Chrysler Corp. (Ross Roy Service) sound slide films, Illustravox-SVE equipment, Da-Lite and MPE Compact screens,

SALES PROBLEM: To show dealers, salesmen and prospects claimed advantages of Plymouth in comparison with other car

DISTRIBUTION: Sold to dealers.
RESULTS: This type of film has been in use several years and is now considered a necessary sales aid.

"Pictures Indoors with G. E. Mazda Photolamps"—Lamp Department, General Electric Co. (Commercial Films, Inc.) 35 mm., sound slide. SALES PROBLEM:

To popularize night and indoor pho-

tography with G. E. photolamps.
DISTRIBUTION: Through G. E. Divisional offices which handle showings before consumer groups, camera clubs, etc. Also distributed through the home office to consumer groups interested in photography. RESULTS:

"Well received." In spite of comparatively small individual audiences, the film is being shown to more than 1,500

people per month.



To popularize night and indoor photography with G. E. photo-lamps . . . from "Pictures Indoors . . ."

(1) "This Railroad Business" and (2) "Let's Keep the Record Straight"—Association of American Railroads. (Voca-film Corp.) sound slide films, Illustravox-SVE equipment.

SALES PROBLEM: (1) To show present difficulties of railroads and convey idea that they are not due to any deficiency of services over-capitalization or high fived charges; and to advocate

regards and convey idea that they are not due to any deficiency of service, over-capitalization or high fixed charges; and to advocate the principle of equal rights for all forms of transportation with special privileges for none. (2) To show that in asking for a "Square Deal in Transportation" the railroads are not trying to cripple any competing form of transportation; and that they are trying to stabilize "our patienal transportation machine in order trying to stabilize "our national transportation; and that they are trying to stabilize "our national transportation machine, in order to give the American people the best transportation (whatever form it may be) at the lowest possible true cost."

DISTRIBUTION: Shown by individual railroads to railroad employes, civic and business organizations, churches, lodges and other similar groups and on request to schools.

other similar groups and, on request, to schools.

RESULTS: (1) In seven months it has been shown 1,289 times to a total audience of 159,960. "Audience reaction has been excellent, and many favorable letters have been received." (2) Released in June; circulation figures not yet available. A number of favorable compents have been received. favorable comments have been received.

"Straight to Your Heart"-American Gas Association. (Audi-Vision, Inc.) 35 mm., sound slide .

SALES PROBLEM: To present the story of the merits of C/P

(Certified Performance) gas ranges.

DISTRIBUTION: Sold to gas utility companies and gas range manufacturers who in turn show the film to their own sales groups, in cooking schools, before women's groups, etc.

"Very satisfactory.

"Mr. Drake Drops In"—Walter E. Heller & Co. (Brobuck, Inc.) 35 mm., sound slide, Illustravox-SVE equipment, Da-Lite

SALES PROBLEM: To present the story of Heller factoring and commercial financing service to manufacturers who are prospects for the service.

DISTRIBUTION: Company representative arranges for showings before groups of manufacturers, Chamber of Commerce groups, Kiwanis and Rotary clubs and other organizations to which

manufacturers may belong. The representative handles the showing of the film and answers questions pertaining to the service

RESULTS: James E. Sanford, spokesman for the company, says that the film does an excellent job in educating the groups before whom it is shown, that it tells in 15 minutes a story which it would take an hour and a half for a salesman to get across.

"The Wide Open Doors to Motoring Luxury" and "The Brilliant New Dodge Luxury Liner de Luxe"—Dodge Division, Chrysler Corp. (Ross Roy Service) sound slide, Illustravox-SVE equipment, screen included in projector. SALES PROBLEM: To show notable features of 1939 Dodge

DISTRIBUTION: Through factory representatives and dealers. RESULTS: Said to be considered a necessity.

"Make it Your Business"—Bureau of Advertising, American Newspaper Publishers Association. (AudiVision, Inc.) 35 mm., slide, Illustravox-SVE equipment, Raven screen.

SALES PROBLEM: To impress automobile dealers with the importance and value of newspaper advertising for the sale of

both new and used cars.

DISTRIBUTION: The film was loaned, or sold, to member newspapers of the Bureau of Advertising which, in turn, showed

the film to automobile dealers in their localities.

RESULTS: Reports George Benneyan, research and promotion manager of the Bureau of Advertising: "A number of newspapers have gone on record as saying that the film has helped materially in making automobile dealers more conscious of the sales value of newspaper advertising. Some newspapers are reported as having received new business as a result of the showing of the film."

"Count Me In"—Merchandising Institute, National Retail Lumber Dealers Association, Inc. (AudiVision, Inc.) 35 mm.,

sound slide, Visomatic equipment.

SALES PROBLEM: To introduce a sales training course prepared by the Institute for retail lumber and building material salesmen, and to point out the profit possibilities from the use of a course

DISTRIBUTION: Loaned to the secretaries of retail lumber dealers associations to handle showings at dealer conventions and local or district group meetings. RESULTS: "Did the job."

"Blind Spots of Science"—Investors Syndicate. (Talking Sales Pictures, Inc.) 35 mm., sound slide in color, Talk-Pix equip-

SALES PROBLEM: For good will and consumer education.
DISTRIBUTION: Secured through local Investors Syndicate
offices which arrange for showings before local groups, and
through the educational department of the company which has secured national distribution with such organizations as Rotary

Clubs, P.T.A.'s, 4-H Clubs, etc.

RESULTS: The company reports that "Blind Spots of Science" is shown to an average of 600 people each day and that they feel it is one of the most successful films ever made.



An average of 600 people a day see Investors Syndicate's color slide film, "Blind Spots of Science."

10	ALL ROOMERS COPIES FROM CHARME! OF PROMIT COLUMNS A PROCESS OF RE		MEYER STOP IMPRO	VING ESSENTIA	L 7/	POR PROFITS  NEVER STOP PLANNING  ACTS IN YOUR STORE  AGO PRODUCTS  WHENTERLY, INC.		PROFF ARE COMES PROPI SELDOM BY ACCIE	PLANTEING PLANTEING IF EVER
MI	ITEMS TO BE CHECKED	RATING PER CENT	NOTES ON CHECK-UP CHANGES AND IMPROVEMENTS TORE MADE -ITEMS TORE WATCHE	DATE FINISHED	HQ.	ITEMS TO CHECKED	RATING PER CENT	MOTES OM CHECK-UP CHANGES AND PROVEMENTS TOBE MADE-ITEMS TOBEWATCHED	DATE
1	APPEARANCE					BUYING			
	Store Front					Purchased last Month Purchased this Month			
	Entrance					Purchased this Month			
1	Window Desplay				10	PRICE EFFICIENCY			
	arrangement of Hore				11	DELAY5			
1	arrangement of thek					In Ordering Goods			
-	FIXIMIES				-	In Flilling Goods In PracingGoods	-		-
6.4	CLEANLINESS				12	COMPLAINTS	-		-
-	Sidewalk Entrance				116	Quality of Goods	-		
-	Itore			-	-	Lervice	-		
el	LIGHTING	-			-	Prices	-		
-	Store front			-	15	DELIVERY			-
-	Windows			-	1	· Cash and Carry			
-	Store	-			-	Trucks			
6	VENTILATION OR					Delaws			
-	AIR-CONDITIONING			-	14	ADVERTISING			
5	SIGNS			-	-	Local Papers			
-	Outside			-		Dodgers			
	Inside					window			
	MERCHANDISE					Store Signs			
	Quality				115	TELEPHONE SERVICE			
	Appearance				16				
	Display				-	accounts Receivable			
	Change in Displays					Accounts Payable			
T	EMPLOYEES			-	-	Credits	-		
- 1	Appearance and Mealmais			-	-	Collections this Month. Collections last Month	-	-	-
-	Courtesy	-			-	Sales this Month	-		
-	Interest and Ipyalty Co-appration	-	-		-	Sales last Month	-		-
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-	attendance	-		1	-	Bills Mailed Out	-		
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-	Storage								
	Dead Slock								
				12 100 AA					1

Retailers are supplied by Socony-Vacuum with this chart, designed to assist them in checking "infection points" in their own businesses. Here are "57 focal points" where infections can get their start
—ranging from the physical appearance of the store front to mistakes made in customers' bills. Every dealer who listens to a presentation made by a salesman out of the Chicago office, household specialties division, gets a copy of this store analyzer . . . hears and sees the points it makes amplified by a section of the presentation, "The Keyboard of Profit." It's a stopper.

# How—and Why—Socony-Vacuum Uses a Standard Sales Presentation

To tell a systematic, unified story to dealers about the household specialty products of Socony-Vacuum, the manufacturers designed a portfolio in which only five pages are used to talk products, but 20 pages tell the dealer how to sell them at a profit.

ALESMEN for the Socony-Vacuum Oil Co., Inc., household specialty sales division, Chicago, have been 'going to town" with a specially designed sales presentation which was placed in their hands in mid-June. Nine men cover 28 counties in northern Illinois and four in Indiana. Their territory, which includes Chicago, is the most populous in the Central West.

The campaign started when the \$900,-000,000-company opened display rooms in the Merchandise Mart, Chicago, under the management of Bryan S. Reid, general manager. Carl S. Degenhardt was placed in charge of household specialties sales, which includes these three lines: Tavern candles, waxes, cleansers, etc.; Bug-A-Boo insect controls; and Sanilac products for industrial plants, offices, hospitals, schools, etc.

In the belief that if you want an expert job done the thing to do is to call an ex-

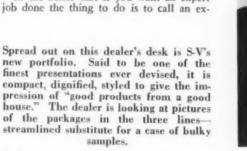
samples.

pert, Mr. Degenhardt drew into conference A. K. Church, of the systems department, Horder's; and E. R. Manning, of Stein Bros. Mfg. Co., Inc., manufacturers of leather goods articles. These three men made a study of the problem, and to-gether they devised the presentation.

Mr. Degenhardt explained to SM that the portfolio was created with these thoughts in mind: "The president tells the sales manager and the sales manager tells the advertising manager; both tell the salesmen and the salesmen tell the customers. No business can be bigger than the head of it. The head must be vision-wise and plan-wise.

"When the salesman goes out he, figuratively speaking, 'takes an examination before the professor.' The professor, in this instance, is the buyer. Now, this is about the only spot where it is legitimate in an 'exam' to use a 'crib' or a 'pony.'
"The well-balanced sales portfolio is a

pony' which holds the presentation, with the answers, under strict control. It results in the orderly, step-by-step presentation in sequence and timed so that the buyer can absorb it mentally. It brings the salesman methodically to the point where he gets out





[66]

SALES MANAGEMENT

his order book and asks, 'What do you

With this in view, in the main section of the portfolio only five pages are devoted to the description of the goods while nearly 20 pages are used to tell the dealer how to sell them at a profit. The underlying theory is that if the company can make a better dealer it will certainly sell more goods.

The opening page of the presentation—a letter addressed to the dealer and signed

by the company—uses this approach:

'Mr. Merchant:

"You are in business for a profit.

"You operate in an ever-changing world.
"The science of chemistry is constantly offering you new and better merchandise.

"Daily customers are asking for the im-proved products for they mean greater ease and comfort in living.

"Our company is a world leader in the creation of products for the home and public buildings. "Forward-thinking merchants are lining

up with our advanced products and their

"We invite you to join our business family."

A little later in the presentation is another page which Mr. Degenhardt calls "the hot page." It says:

"Mr. Merchant, your customer lacks an X-Ray eye. He cannot see the quality of the contents of a package. "He is often influenced to buy inferior

goods by some smart or tricky advertising.
"It is up to you, Mr. Merchant, to guard his dollars and see that your customer gets the greatest value for his money.

How do you do this? The method is easy.

"Know the goods you buy.
"Know the goods you sell.
"Know the story behind the product before you receive it and offer it for resale.
"Then you can intelligently say to your

customer:

"We can give you what you want, but it is our desire to see you buy the best quality for the money you spend in our

From there the portfolio takes up all these points, and others. All fixed pages in the portfolio are ring-bound and interchangeable at will. Added to this are a number of "loose" holders and each of these is a loose-leaf "expansion job."

One, on Sanilac products, as an example, concentrates on floor waxes, sealers, scouring materials, cleaners, etc. It is a manual of floor maintenance, telling the story under

of floor maintenance, telling the story under such headings as character, application, use, what it is, what it does, and proof by trial. The section carries pictures of notable in-

stallations—public buildings, federal government buildings, and others.

Then comes a short pictorial trip through the Socony-Vacuum laboratories, to give the merchant a quick education in the research

merchant a quick education in the research work being done to develop new products and improve old ones.

Following is a merchandising job, "The Keyboard of Profit," which breaks down the various operations of selling, indicating profits from good practice and losses from bad. This is illustrated with drawings and diagrams. The idea is to awaken the merchant to the possibilities and pitfalls that follow him throughout his working day.

follow him throughout his working day. Next comes a series of loose-leaf county maps in color, showing improved roads in broad red lines and unimproved roads in narrower lines, railroads and electric lines. Also every city, town and village in the territory, is indicated with populations.

These maps perform two functions: The salesman can indicate to the merchant his selling territory, refer to the number of people in his sales field, and advise him on his sales and advertising efforts. The salesman always has with him a complete map which he can use to plan his route properly and so work out his shortest mileages.

The presentation also carries sets of direct mail pieces which include a series of 12 two-color announcement cards, each pointed to one product. Both sides of the card are visible. There are also envelope stuffers, broadsides, point-of-sale pieces and proofs of a variety of dealer mats.

Two imitation leather holders, unat-

tached, hold letter-size samples of advertising and sales pieces, price sheets and occasional announcements. One is for the Tavern and Bug-A-Boo lines and the other for the Sanilac line. This gives a place for such matter affecting sales as has no real place in the permanent presentation.

Handsome photographs of each product package in the line are inserted—pictures showing both the front and back of the package.

Commenting on the portfolio, which is

made of genuine leather with zipper fast-ener and handle, Mr. Degenhardt said:
"A sales manager cannot be with his salesman all the time. The only way to control him on his calls, and so control his presentation, is to use some sort of planned portfolio. It must be a dignified job, smart; must show in itself that it is worth 20 min-utes of the buyer's time. It must leave its

footprint; a memory of a good presentation.
"It must show that the seller is in sympathy with the buyer's problems. If the goods are quality goods the presentation must show quality. A shabby, cheap por-folio is extremely costly—in lost prestige

# EQUIP YOUR MEN

# BURKHARDT TIP - A - KITS



For Carrying: Catalogs, Samples, Sales Literature and Correspondence.

Styles: Ring or prong 71P.A.KITS, Underarm Kits, Carrying Cases. In stock or custom made to your requirements.

Write for our new, detailed catalog No. 25-S

THE BURKHARDT COMPANY Larned Street, W. . . Detroit, Michigan



"What do you think our drivers are — physicians?" asked skeptical dairy operators when Choice Foods first presented the Solco sales kit. But housewives showed great respect for the vials containing the basic ingredients of Solco (a malt and chocolate flavored food drink) and the harmful substances removed from it but often present in imitations. They listened to the driver's basically scientific sales talk almost as though he were a physician . . . and in every area where the kits were tested not less than 79% of interviews resulted in sales! How the kit was devised and put into use is told in the story below.

# Solco's Sales Kit: How It Makes Salesmen Out of Milkmen

A simple sales tool which is the basis for a two and one-half minute sales talk, is doing a real job for Choice Foods, Inc.

BY W. M. OGDEN

Manager, Sales Promotion, Choice Foods, Inc., Plymouth, Mich.

BOY! I did it," shouted a milk salesman as he burst into the sales room of a dairy where the writer was conducting a sales campaign. "I just pulled the Solco kit on Doc Grump and, believe it or not, I sold him a daily, standing order. . . The Doc says milkmen are getting smart these days—using a physician's kit and spouting professional language as if they'd spent years in medical school. But I sold him. . . . Believe me, the kit sure gets 'em!"

This actual example is typical of the experience of innumerable dairy salesmen with the Solco sales kit which we furnish them. In other words, with the Solco kit the milkman becomes a salesman.

Solco, it should be explained, is a maltchocolate flavored food drink, perfected by Gurney O. Gutekunst, a food chemist who is now one of the owners of Choice Foods, Inc., the manufacturing company. It is a concentrate, or syrup, that is entirely soluble in milk, and it was first sold to dairymen to be used in making a chocolate milk. Its superior features were readily recognized and it met with favorable reception, even though it was pioneered during the lean years of the depression.

But Solco soon met with competition of

But Solco soon met with competition of numerous cheap, skim-milk chocolate concoctions. And it was found, too, that the demand for chocolate milk was seasonal. Sales peaked during the Summer months and were negligible during the Winter.

Carl J. Sturges, our sales manager, solved both problems by insisting upon the fact that Solco is in reality not a chocolate milk but a superb, ready-to-serve food drink. Such being the case, he was confident that Solco, properly labeled and merchandised through dairy channels, could successfully invade the field of chocolate-flavored health foods, where sales are consistent throughout the year.

The product continued to be distributed in milk bottles, but it was distinctively labeled as the food drink which it is, and all advertising and merchandising were changed to conform with the new plan. Representatives were trained to think and talk in terms of the Solco health food drink, of a new market beyond the reach of chocolate milks or drinks, and of consistent, year-around sales at a premium price.

Our presentation was completely visualized. Our salesmen were equipped with a portfolio of pictures and graphs that made the elaborate Solco story readily comprehensible. They were furnished a leather kit, containing bottles of the ingredients, which dramatized the product itself. Of the six bottles in the kit, three contained actual ingredients of Solco, while three others contained substances that are removed by our process. Specifically, the contents are, in order, barley-malt syrup, specially-processed cocoa from which Solco is made, sucrose and dextrose; crude fibre which, with caffeine and theobromine, has been removed from Solco, cocoa fat which has also been removed, and a stabilizer which has been made unnecessary by our process.

#### More-than-Convincing Test

So compellingly did this kit hold the attention of dairymen during the sales presentation, and so effectively did it cut through what previously had been a maze of technical explanation, that a new idea logically followed: If the kit was so effective with dairymen, would it not be equally effective in presenting the merits of Solco to the housewife?

Convinced of the practicality of the kit for consumer solicitation, the sales promotion department made a series of tests in a number of eastern cities. Housewives in widely separated areas were visited. The kit was a superb success everywhere. Not only did it get attention and hold interest, but it also made simple and intelligible a technical story in about a third of the time required for our previous presentation. And results were astonishing. Better than 90% of interviews in some territories resulted in sales, and in no locality where the kit was used did results fall below 79%!

This surely seemed to be adequate proof. But even then, there were those who scoffed when it was proposed to apply the plan by teaching regular milkmen to use the kits in selling. "What do you think our drivers are — physicians?" we are often asked. "The bottles and the ingredients—it's all too technical."

too technical."

But we believed that the intelligence and ability of the average driver-salesman are too often underestimated. We were confident that he could and would use the kit if he were convinced that it would produce more and better sales for him. And we proceeded to convince him of that very fact.

We had duplicates of our kit, exact except in size, made up by Michigan Bookbinding Co., Detroit, to fit the pocket. They look very similar to a physician's kit. Each holds six small vials of ingredients, as explained above. Pasted inside the lid is a printed list of the ingredients, numbered to correspond with numbers on the vials. When the kit is open, this list faces the salesman. Of course he is expected to know the ingredients, but having this printed list in front of him bolsters his confidence in case he fears that he might

become excited during a presentation and to get what the bottles contain.

There is also a brief, but comprehensive,

sales presentation which he is asked to master, then use in his own way. The current presentation, developed after careful experi-mentation in the field, is a two-and-a-half-minute sales talk in which short paragraphs are numbered to correspond with the bottles

of ingredients in the kit.

In introducing the kits to driver-salesmen, our representatives held sales meetings at which entertainment was adroitly mixed with instruction. They made an actual demonstration before the assembled driversalesmen, making every effort to convey to the men the fact that the presentation is not merely an act but is a rehearsal of the representative's actual experiences. This is not difficult, because the dairy salesmen know that on the following day, and perhaps for several days thereafter, our man must prove his theories by going out with them, or with their route foreman, and actually demonstrating the use of the kit in interviews with housewives.

In smaller dairies our representative may go out with each route-salesman, but in larger organizations this practical work is done with the route-foremen, who, in turn instruct their driver-salesmen in the proper

use of the kit.

We have experienced no difficulty at all in winning the interest of the driver-salesmen. On the contrary, they often volunteer to buy kits themselves. This is seldom necessary, however, as we offer the kits to the dairymen at half-cost in order to induce them to supply all their men. Results have measured up fully to our expectations.

It is merely stating a fact to say that the dairy industry is employing an increasingly higher caliber of men right along. Many of these driver-salesmen could succeed in selling other lines, as well. But while we do believe that our estimate of the intelligence and ability of the average driversalesman has been amply justified by results obtained, we also consider this success a striking example of the effectiveness of a well-planned visual presentation.

As a result, dairymen now have a profitable iten. that sells steadily throughout the year, and our factory, which formerly had lived through the Winter largely on hopes of the next Summer's business, operates full time during the Winter, as well.

We now have national distribution, selling through direct representatives in 14 states of the North and East and through jobbers elsewhere.

#### Tonic for a Drooping Sales Curve

To the manufacturer requiring a change of pace in the management of sales:

There is available at this time a man of proven ability who for more than fitteen years has been engaged in directing the work of field salesmen for a manufacturer of national repute.

He is suited by experience and temperament to assume the sales management of lines of merchandise sold to the retail drug trade or similar trade classes. He offersthorough experience in the handling of salesmen, cooperation with wholesalers, and the arrangement and execution of marketing and merchandising plans to increase volume.

He has learned that a good sales manager is an inside executive and an outside sales builder.

All inquiries will be held in strict confidence.

All inquiries will be held in strict confidence.

Address Box 675 C/O SALES MANAGEMENT 420 Lexington Avenue, New York, N. Y.



THAT'S A PLEA FERVENTLY ECHOED BY EVERY BUYER AND PROSPECT



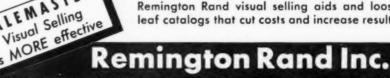


 Only in the SALEMASTER will be found the high degree of executive control over field salesmen. Regardless of the manner of selling or type of product the SALEMASTER keeps salesmen on the sales track fathered by the executive in charge of sales. The 44-card visual sales presentation on the left guarantees adherence to the sequence of sales points that produce sales—the loose leaf catalog on the right guarantees accuracy of prices, policy, and specifications—the zipper-leather portfolio guarantees the salesmen will look like salesmen and not like "peddlers with a pack!"

#### "No Misinformation, Please"

With the SALEMASTER or any Remington Rand loose leaf catalog the salesmen are kept abreast of all changes—simply by reprinting pages as changes occur—no costly reprinting of entire catalogs—and no obsolete information for salesmen to pass on. SALEMASTER

 Write today for full description leaflets on Remington Rand visual selling aids and loose leaf catalogs that cut costs and increase results.



MORE effective

LOOSE LEAF DIVISION BUFFALO, NEW YORK . Branches Everywhere



### SALES AIDS: 1940 MODEL

1. Prize Portfolio: Awarded to Seeger Refrigerator Co., St. Paul, salesmen as a sales contest prize, the "Salesphoto Visualizer" is psychologically important in the eyes of a winner and inspires him to present his sales story logically and with added enthusiasm. One of its best features is that it holds, with spiral binding, 50 photographs in space that would normally be occupied by 25, the saving being achieved by having two pictures back-to-back. The spiral binding device by which the photographs are held is at the top of one side of the portfolio when it is opened. Lifting one picture up, the prospect sees it and the one beneath it at the same time. In the center is a standard 1" ring binder which holds price lists, advertising material, testimonial letters, etc. Designed and manufactured by Stein Bros. Mfg. Co., of Chicago, and supplied through Stein's St. Paul distributor, Garland Luggage Co.

2. Box Back: Michigan Bookbinding Co., Detroit, has devised for Gairing Tool Co. a new catalog which is spiral bound yet has embossed lettering on the back strap where the spiral is usually left exposed. This "Wiro Box Back" boasts the advantages of spiral binding plus those of printing or illumination on the back. Each of the three sections of the catalog is distinguished by a different color stock for ready reference. Part of it is printed in letterpress, part in photo-litho. In the catalog is a section devoted to the machine tool industry and another to drawings and sketches showing dimensions of National Standard spindle adaptations and specifications.

3. Urban Demonstrator: Two years of trial and error went into the preparation of Servel, Inc.'s, demonstration chart which dealers are using to convince urban prospects of the value of Servel gas refrigeration. Telling its story in pictures and headlines, the chart's 30 pages are printed in two colors on heavy white stock, mounted on a self-supporting easel. Accompanying it are a book of instructions, an 18" pointer and a cloth envelope-shaped carrying case. Dealers and salesmen sometimes take it into a prospect's home for a demonstration. It is also used to close sales in the dealers' showrooms; to train salesmen on the selling points of the Servel gas refrigerator; in window displays and for group demonstrations at food lectures, home shows, etc.

4. Ad Prevue: National Distillers Products Corp., New York, is issuing every second month its "Prevue of Advertising," a stiff-covered, spiral-bound portfolio devoted to the company's national magazine and newspaper advertising for 60-day periods. The company reports that it has "been an effective sales help" in aiding salesmen to "tell a complete, coordinated story of National Distillers advertising campaigns" to retailers. The front and back covers of the portfolio stress National Distillers current "Follow Through Selling" program which is teaching salesmen that when they "follow through' and see that the advertised brands are prominently displayed in retailers' premises, they inevitably increase sales."

5. Two-Way Kit: The inclination of the average salesman to "travel light" often tempts him to leave his sample kit in his car and sell from a price-book. A well-designed two-compartment kit furnished to salesmen in the Wrapping Paper Division, Blake, Moffitt & Towne Paper Co., Los Angeles, overcomes this tendency by its convenience and efficiency. When both sides are opened, the kit lies flat on the desk, with the sample section facing the customer, while the price pages, bound into the other compartment, face the salesman. The case is of heavy, topgrain cowhide, each compartment having a separate zipper, and each being equipped with a "Prong Metal" unit for holding loose-leaf sheets of wrapping paper samples or price-lists. Six rubber knobs on the bottom of the case prevent marring the prospect's desk. There's an attractively embossed trade-mark on the side of the case, and a pocket in one side for blank order forms and other papers. R. R. Whiteman, sales manager, says the men were at first disturbed at the size of the





kit, but "many successful experiences" with it have won them over. There have been instances of customers sending for the firm's salesman, rather than those of competitors, "because they knew our man would come fully equipped . . . and not have to make a call-back with samples." Produced by Burkhardt Co., Detroit.

6. Floor Covering Salesmen: Congoleum-Nairn, Inc., Kearny, N. J., has planned its new selling kit to "meet every selling problem that might be encountered in the smooth-surface flooring industry." Measuring approximately 18" x 14" x 7", the Measuring approximately 18" x 14" case is made of durable cowhide and has a unique lock fastener to keep its contents intact. Contained in the case are samples of the company's various products, the Congoleum-Nairn Personalizer of over 500 suggested room settings with appropriately designed linoleum floors, broadsides describing the products,

promotional and educational pamphlets, and the inevitable order book which the company's salesmen predict will be a full one with the aid of the new selling William Bal Corp. produced the case for Congoleum-Nairn.

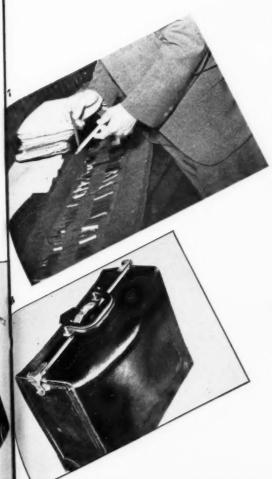
7. Salesmen's Own: Salesmen of Rockbestos Products Corp., New Haven, Conn., wire manufacturer, designed their own sample case to contain a complete line of stock and special samples. Closed, the case measures about ten inches square with zipper on three sides. Opened, it stretches out to three feet long, displaying the numerous samples of wire in orderly fashion. Rockbestos salesmen like and use this unit daily.

Add reprints of

# MARKETING PICTOGRAPHS

to your selling kit. Write SALES MANAGEMENT for prices.





# CAPTURE THE PROSPECT'S with WIRE-O PYRAMID WAVERING ATTENTION SALES PORTFOLIOS TITERY JAIN OF ATTENTION of the prospect always 10 1811

wavers when the salesman just talks. But the powerful visual demonstration provided by the Wire-O Pyramid Sales Portfolio captures and focuses his wandering attention.

We make a variety of sizes and styles to meet your needs. Inexpensive, partieularly in quantity. Very durable. Easy change makes it easy to keep sales material up to the minute.

Dealers in 30 cities—ask us for nearest dealer

MICHIGAN BOOKBINDING COMPANY

1038 Beaubien

TO TELES OF THE THE TELEGRAPH

DETROIT, MICHIGAN



# SALES AIDS: 1940 MODEL

8. X-Ray Furnace Manual: Sears, Roebuck & Co. heating salesmen have a new 16-page X-Ray Manual, seven pages of which are die-cut, with heavy cellophane windows. Though used in the stores, it is especially helpful in prospect's homes. When each page is turned over, one on top of another, they build up to a picture of the Indestructo Furnace featured by Sears. The manual is a spiral-bound book with cloth covers, of the easel type. Profusely illustrated in red and black-and-white, the book explains the construction of the furnace and features the X-ray analogy: "Like the Doctor who X-Rays to Know the Truth . . . Sears Put the Indestructo Warm Air Furnace Under the X-Ray to Prove to You . . . It's the Finest Warm Air Furnace Built, Bar None!" Produced by X-Ray Sales Methods, Inc., Chicago.

9. Photo Mount Case: It is a "matter of minutes" for salesmen of the Gross Photo Supply Co., Toledo, to show prospects several hundred samples of sizes, colors and designs of photographic mountings. This is accomplished by means of a zipper carrying case produced for the company by Burkhardt Co. Samples of mountings are pasted to pages of the book and fitted into pockets of varying sizes and shapes. Before its adoption, according to O. Gross, president of the firm, it was a "messy job" to show the complete line, and the prospect usually balked after seeing part of it and said he was "too busy to see the rest."

10. Sales Idea: A practical aid furnished salesmen by Plymouth Division of Chrysler Corp., Detroit, is its "Weekly Sales Ideas" folder. When a salesman sells his first Plymouth, he receives a pocket-size loose-leaf binder for holding the folders, which come to him each week thereafter. Each folder relates the actual experience of an identified Plymouth salesman, a photograph of his head being fitted to an amusing cartoon drawing for a cover illustration. Experiences related cover such problems as getting prospects, making demonstrations, overcoming resistance, closing the sale, etc. Many are picked up by factory representatives while out in the field, but others are sent in by the salesmen themselves. To encourage this, they are offered \$10 for each contribution accepted for publication. The "Ideas" have been published regularly for over six years.

enough to be carried in the pocket, but measuring eight feet when opened to full length—is being used by salesmen for Seagram Distillers Corp., New York, and their distributors. The folder carries a complete listing of Seagram whiskies and gins, reproductions of front and back labels, short descriptions of the beverages and lists of all available bottle sizes. The ease with which the folder can be handled, its compactness and the useful information incorporated in it have made it popular among salesmen calling on both the wholesale and retail trade.

12. Photo Kit: Salesmen of the Magic Door division of The Stanley Works, New Britain, Conn., have, since the first Magic Door installation, used photographs as selling aids. Now they carry them around in a handy "Photo Pac-Kit" which shows the photographs in two positions, one upright and the other flat. For an otherwise hard to display product, Stanley

reports that its 40 sales agents who are using the kit have had "delightful experience" with it. Included with the photographs are testimonial letters from enthusiastic customers for whom Stanley had installed Magic Doors. The Heinn Co., Milwaukee, designed and produced the Photo Pac-Kit.

of the old anatomy: "A modern streamlined version of the old anatomy charts found in the family medicine book" is how Westinghouse Electric & Manufacturing Co. describes its "Plus-Value Visualizer" which nearly every Westinghouse dealer bought to use in demonstrating the company's 1939 refrigerator line. The Visualizer is a 16" x 24" stiff-covered, spiral-bound book with transparent pages which enable the particular feature being discussed by the salesman to be outlined against a "master" picture of an opened refrigerator. With this transparent page device, the salesman can build up pictorially the story of the product, part by part. The book was designed and produced by X-Ray Sales Methods, Inc., Chicago, particularly for dealer showrooms; but company salesmen have also found it "an excellent door opener" and partly credit "unprecedented Spring sales" to it.

14. Twin Cases: American Leather Products Corp., Indianapolis, has designed for Electric Auto-Lite Co., Toledo, a set of matching zipper cases, one for holding spark plug samples, the other for a sales manual. Containing a complete line of 18 Auto-Lite spark plugs plus samples of insulators to show the heat ranges required by different types of engines, the sample case is used by Auto-Lite merchandising representatives in presenting their sales stories to distributors, jobbers and dealers. The manual case holds a 3½-inch thickness of material without danger of tearing the sheets and has two pockets for miscellaneous literature.

15. Zipper Kit: Mansfield Tire & Rubber Co., Mansfield, Ohio, has furnished salesmen with a sales kit designed to help them organize information needed in the field. The kits are used not only by the company's field representatives, but are offered to jobbers on a cooperative cost basis, and "the extent to which they have taken advantage of this sales help is a further indication of the merit and value of the Zipper Kit idea." Stein Bros. Mfg. Co., Chicago, produced the kit.

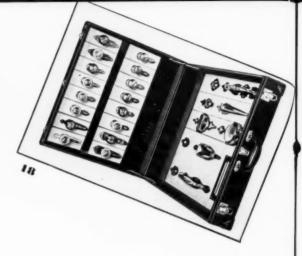
16. Traveling Kitchen: A portable unit for interior and window displays, this miniature model kitchen is intended to impress housewives with the advantages of modernization. The rounded edges, contrasting colors and general streamlined effect of the display and the accurate scaling of the pint-sized kitchen combine to make this an effective sales plea. Prepared by Gardner Displays Co., Pittsburgh, for Westinghouse Electric & Mfg. Co.

17. "Salemaster": "One-piece" equipment designed to hold a complete sales message, this leather-covered, zipper-closing case has on the left side Kardex pockets with protective tips covering visible titles of individual items of selling material. The right side holds catalogs, price lists and other loose-leaf papers. This case is being used advantageously by salesmen of some 50-odd companies in the U. S. and abroad. Produced by Remington Rand, Inc.

















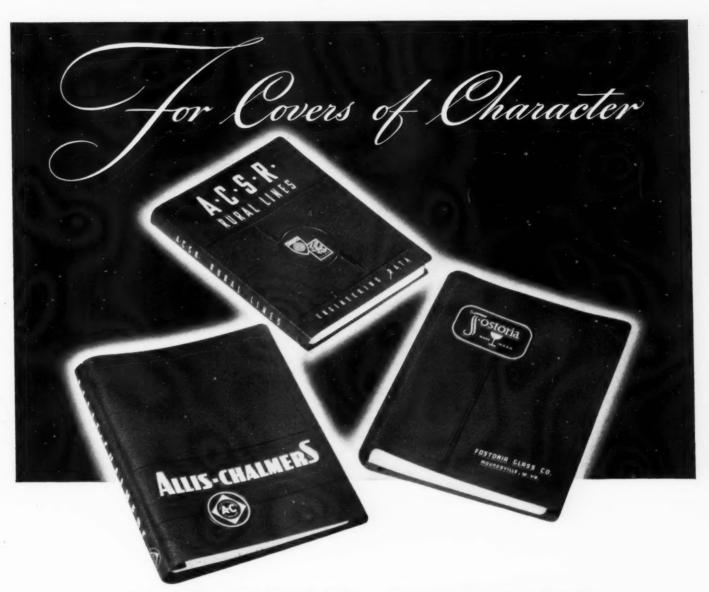
# SALES AIDS: 1940 MODEL

that lack of an efficient method of submitting samples for inspection to prospects was their biggest handicap in selling. Commonest grouses in regard to samples: "No place to keep them . . . Keeping them clean and presentable . . . Cost . . . Trying to quote accurately from samples that are inadequately marked . . . No decent way of taking them out of store." Solution to the problem was Lockwood's Portable Sample Room, with advantages of reasonable cost, portability, compactness, and provision for building up from time to time. There are two types. One holds 24 easel panels, showing inside and bathroom trims (hardware and knobs), costing the dealer \$16, or furnished free with any stock order of \$325. The other has eight easel panels, showing two entrance door trims, five additional entrance door handles and two knockers; it is furnished free to a dealer ordering \$500 worth of merchandise, or he may pay \$25 for it. Both cases may be bought for \$40 or obtained free with a \$750 order. Each case has a simplified price list, giving the set number for each sample, with space for the dealer to write in his cost and selling price. Each sample is numbered to facilitate reference, and on the back of each panel is the set number, finish symbol and description of that item—so compactly arranged that the dealer need not refer to catalog or price book. Intial tests are said to indicate that these cases are enabling dealers to double and even triple their sales.

19. Traveling Salesmen, 1940 Version: Devoe & Raynold Co.'s brush division recently fitted out eight motorized displays (forerunner of a fleet of 80) that are being successfully used by the firm's field men in calling on hardware dealers and jobbers. Mounted on truck chassis with special bodies, these traveling salesrooms are 18 feet long, eight feet wide, soundproof, fitted with slide film and RCA sound equipment, and air-conditioned. Bodies are of the bus type, with luxurious interiors of wine and chrome color scheme; walls are decorated with sepia photographs of scenes in China, source of the company's brush bristles; and woodwork is mahogany. Each unit carries approximately 1,000 different types of brushes. The General Motors trucks used were specially designed for Devoe & Raynolds.

20. Conoco Coach: A White Motor coach is now being used by Continental Oil Co. in conducting a campaign of public relations and better selling for dealers. The exterior is in white and contrasting colors. The interior walls have upper borders of photomurals, and long panels enclosing a map showing Conoco distribution and industrial photographs. There's a stand that holds various types of sales literature. For the comfort of guests, there is a semicircular leather sofa at one end of the coach. The interior is soundproof and air-conditioned, Fairbanks, Morse & Co. equipment providing a complete change of air every 1 3/10 minutes.

21. Streamlined Salesman: Western Printing & Lithographing Co., Racine, Wis., recently equipped an attractive car for displaying the firm's line of children's books, playing cards, games, novelties, etc., to retailers. This method of selling has proved popular with both salesman and customer, and the company hopes to expand it eventually to a fleet of 20. The car has seating space for four. Most of the interior is taken up by glass-topped cases with drawers of various sizes for storing samples. Designed by Brooks Stevens, Milwaukee, the car has a Ford V-8, 85-hp. engine; wheel base, 122 inches; weight, 6,000 pounds; and is equipped with 19-plate battery and a police type generator. The company claims that it will cover from 30,000 to 50,000 miles in one year.



# SPECIFY LEXIDE

When the sponsors of these three loose-leaf books wanted something special in covers—something distinctively different—they consulted The Heinn Company of Milwaukee.

Lexide covers were recommended and the results give ample evidence that each firm got a really practical and effective flexible cover of character.

Lexide is a modern laboratory product composed of cellulose fiber and latex. It has everything a good cover needs—attractive appearance, flexibility, durability, distinctive finishes and embossing qualities which make it the ideal cover material for catalogs, data books, sales manuals, price lists and numerous other types of loose-leaf jobs.

Ask your binder to show you samples of books bound in Lexide.



Write us for samples and informution about Lexide.

Manufactured by LATEX FIBER INDUSTRIES, Inc., Beaver Falls, N.Y.

OCTOBER 10, 1939

[75]



# Use Human Appeal to Ignite Buying Interest!

No use wearing out your thumb. If your lighter won't spark, you're wasting time and energy.

Magazines are that way, too. The American Magazine has found the one sure spark that never misses fire. It's Human Interest!

Human appeal in every paragraph that passes the editorial eye. The timely spark that makes every picture and article glow!

That's why the American Magazine is different. That proved ability to interest the men, women and youth . . . who live in 2,200,000 homes.

They're the enterprising, home-owning able-to-buy people who respond *eagerly* to the human touch, in both editorial and advertising columns.

So eagerly, in fact, that they gladly give

five nickels every four weeks for each copy . . . pay a *premium* to enjoy the distinctively human fare that *only* the American Magazine serves!



# STIMULATING SALESMEN



SECTION

Photo made for SM at the 1939 Philadelphia dealer meeting of the National Carbon Co.

# Your Sales Convention: Is It an Expense—or an Investment?

HO among us has not sat through scores of sales conven-tions and suffered, during speech after speech, the plain and fancy mental squirmings of trying to find a peg on which to hang our hats?

And how many of us have had the courage to ask the salesmen to express a coldly frank opinion of the company's last conven-Did the convention frustrate them mentally and wear them out physically—
or did it send them back to the field with their hearts and heads full of enthusiasm,

elv

ine

A sales convention, like advertising, is a powerful tool in the hands of the sales executive, which can, if properly used, be made to create more profits for the com-pany. If it is to pay its way, a convention must be compounded of both fact and inspiration, backed with such skillful direction that the salesmen who attend it are enabled to absorb a maximum of both ele-ments in the short period into which, so often, so many important subjects must be compressed.

Such a convention—one which is to supply a head of steam which will give the men motive power throughout the whole sales year—is not thrown together over night. It is engineered from blueprint to finished structure by someone who has a news sense, a feeling for the dramatic, an appreciation of how much a mind can ab-

BYH. R. DOUGHTY

> President, Doughty Marketing Corp., New York

If we encouraged H. R. Doughty to "sound as tough as you care to" in this article on conventions, it's because the editors of SALES MANAGEMENT agree with him. Having sat through more conventions than we could count on twenty miles of picket fence, we agree that the average sales gathering is seldom played for anything like what it is worth as a

profit-building opportunity.

Mr. Doughty was at one time in charge of sales for the American Chicle Company, and, before that, was an account executive with Ruthrauff & Ryan. For fourteen years he has headed his own company as a counsellor on consumer relations, merchandising and product design.—THE EDITORS.

sorb at one time, a talent for seeing things

from the field point of view as well as from the point of view of headquarters.

Most sales conventions suffer, more than anything else, from banality. The suggestions about to be made here are, in the light of many years of convention experi-ence, directed toward eliminating that evil. If your conventions have been overtaken with "sleeping sickness," perhaps these simple rules will help effect a cure:

# Whetting Your Men's Appetite

Only by making the salesmen feel it is definitely their convention—something out of which they will get money on the drumhead, a definitive profit—are they going to want it. A convention, therefore, needs some pre-selling. Anywhere from two to four pieces of advance direct mail material, each one differing vastly from the others, should be used. These might include:

"teaser" type.

A high-spotting of the mental menu. (Emphasize year's follow-through to be developed at forum.)

A piece designed to produce in the salesmen's mind the selfish realization of the cashable value of a Sales Clinic.

A selfish appeal to the salesmen's inter-

Feature comfortable convention and sleeping rooms. (Air-conditioned, if possible.)

OCTOBER 10, 1939

# Ry Anaesthetic for a Sales Convention &

## EUREKA EGG BEATER & BED SPRING MFG. CO. INC.

### INTER-OFFICE MEMORANDUM

From: Jos. Original, President

To: George Pushemup, Sales Manager

Attached is general plan for our Sales Convention. Have been too busy to get at this earlier. You go over it and maybe you can offer some suggestions based on your ideas as a salesman for us before I made you Sales Manager.

1. ADDRESS OF WELCOME - Jos. Original, President

Subject: GET YOUR SHOULDERS TO THE WHEEL, BOYS

2. Subject: LET'S SAIL THE GOOD SHIP "SALES" STRAIGHT UP THE ROAD TO SUCCESS

George Pushemup, Sales Manager

(Make this a good pep talk. Let them know we are not satisfied with this year's results. After all, we can't run this business without sales.)

3. Subject: OUR NEW ADVERTISING CAMPAIGN

Steven Steam, Advertising Manager

(Maybe Steam has some good ideas, but prior to your taking charge he never had a chance to express them. Suggest he first show that big lithographed picture of the factory we bought to give to all distributors and dealers. Want to impress men how big the company is.)

4. Subject: COLLECTIONS, COMPLAINTS AND EXPENSE ACCOUNTS

Lugubrious Longface, Treasurer

(Get salesmen after collections. Get customers' complaints adjusted. Convey idea that customer is always right, but do not give your shirt away doing it. Bear down on expense accounts. They are too high, no matter what the figure is.)

5. Subject: HOW WE RUN THE FACTORY

William Nutsanbolts, Superintendent

6. Subject: DEALER HELPS (IF ANY, AND HOW TO USE THEM)

H. Usually Underpaid, Sales Promotion Manager

(Tell him to find out, if he can, if any of the dealers used the stuff we gave them this year.)

7. Subject: SHOWING OF NEW MODELS

(Suggest you handle this. Be sure and make talk technical so as to impress salesmen, even if they do not understand it.)

# nRy Prescription for a Cure...

Chief: Opportunity — just what I had hoped for — never expected to get. Ulways, before, they have been the company's convention with nobody getting much out of it. This year it's going to be the <u>Dalesmen's</u> convention.

What Day we run a Mickey Mouse instead? It will start things off in a better humor Seriously, though, if you thanked them for what they HAD done, might make a helpful start.

We don't need any synthetic per The year we have an honest-to-God Campaign plan that has everything. I'm going to spread it all over the claimed platform — and then ask the men to set their own quotas

Steam wants really to merchandise advertising campaign to show balesmen how it will half them "Re factory pie: What are we selling — the factory— or the satisfaction our products will give the consumer?

All this should be talked privately with Longface Let's Change this to something that will show salesmen how important they are in our public relations program.

Since we've done this every year for three years, why not clinic on major objections with ways to answer from best qualified men?

If they had been correctly used we'd know. Underpoid and I have already found out what dealers want — all we need is good presentation to men plus later follow thru

Will dramatize into a high spot. Presentation will be as new as models themselves.

P.S. Doing to add to above product demonstration contest, a showing of our new film, and a akir in which balesman calls on tough dealer

PPS. No speeches at banquet, but plenty of surprises.



# "THE WORLD'S GREATEST HOTEL"

fronts the blue waters of Lake Michigan, on beautiful Michigan Boulevard. It is ideally accessible to Chicago's business district; and to that profusion of wonders-industrial, cultural, educational, and entertainment-for which Chicago is so justly famous. The service is planned with care and discrimination.

> JOSEPH P. BINNS, General Manager



To give your convention the proper build-up, frame it as a Sales Forum, or a Sales Clinic—not just a two-, three-, or four-day meeting. And give it a theme and a slogan.

Fully dramatized, such a clinic should properly be a springboard for the activities of the whole ensuing sales year. It should be so planned as to produce usable by-products which will give the executive staff a fund on which to draw for the follow-through that will squeeze out the plus values in the convention investment. (An open forum on handling common objec-tions, for example, might be recorded and later made into an invaluable part of the

# Planning the Mental Menu

Would you like a meal of eight courses of meat-all meat, nothing elseeven though it might be divided into eight different kinds of meat? Then why offer your sales force a mental menu as unpalatable—and as indigestible? After all, a five-star-hit sales convention does not "just happen." It is the result of careful planning. And that planning must take account, first of all, of the need for a well-balanced menu.

Don't therefore, in your program planning, line up five speeches, one after another. Intersperse talks with dramatic pieces. Strive for contrast. Have a serious address followed by something short, fastaddress followed by something short, fast-paced and humorous. Use graphic charts, exhibits, blow-ups—interest-holding things to look at along with things to listen to. Don't overlook the opportunity to use a series of mystery teasers to build up some later part of the program. (This might, for example, build anticipation for the introduction of a new product or a new model.) And don't forget to throw five or ten minutes into the middle of each morning and afternoon session for a "seventh-inning stretch," when the men can relax, smoke, and limber up. (Sluggish thinking results from stagnant air. Many successful companies have eliminated smoking except at a specified times.) specified times.)

The most vital point of any sales clinic is the opening 15 minutes. You will either get and hold your audience then, or you will create a flat spot. And if you do create a flat spot, you will find picking up the interest of your audience later to be a task of colossal proportions.

# Stick to Schedule

Promptness in starting your sessions is important. Good terminal facilities are equally important. Just because you have your own salesmen hog-tied and at your mercy, do not follow the lead of some of your less successful ones who are prone to talk themselves into a sale, and, by keeping on talking, deliberately talk themselves out

So plan your program that you will be able to stop all of your sessions on time (this means being tough with your speakers on their time allotment) and, beyond all else, make sure that your first session recesses for luncheon on a high point of interest. Thus, group conversation during recess will be constructive.

After all, you have gathered in one spot given number of salesmen. Why not a given number of salesmen. Why not utilize this sales ability so that each man or group will sell the other on the fact that this is not a company convention but definitely their convention and that it is headed straight toward constructive, prof-itable thinking? Therefore, remember to give them something with which to do this! Salesmen are great believers, if properly

# Hitching Your Program to the Salesman's Pocketbook

By and large, salesmen attend conventions with the idea that they are going to be talked at and to—and, unfortunately enough, they are usually right. They seldom dare hope that they will get an opportunity to unload their troubles. Nor do tunity to unload their troubles. Nor do they dare to hope that some constructively-selfish sales executive will pack in moth balls the old "get-your-shoulder-to-the-wheel, boys" type of subject matter and try, instead, to find out what type of help his salesmen most need.

No sales director can duck or dodge his salesmen's troubles - he definitely shares ownership in them with the salesmen. The sooner the sales director finds out the sad news of what the salesmen's troubles are, and supplants them with the glad news of fundamental answers, the sooner is he going to turn a half-baked revival meeting into a profit-producing sales clinic that drags a fat sales increase in its wake. Certainly, a stock of manufactured merchandise looks infinitely better on the sales ledger than it does on the inventory sheet. The job of the sales convention should be to achieve this transposition! It can be done.

# Be Specific—Don't Generalize

In framing your convention program, be specific. Don't generalize. You package your merchandise attractively. Why not package your sales ideas in an equally inviting manner? Irrespective of the line of merchandise to be sold, drab and prosaic though it may appear, a trained nose-for-news can find a new and pivotal point on which to focus sales interest that not only will lend sparkle to your convention, but will automatically hatch new sales appeals.

This can be done in definitive form so that salesmen will not be forced to the conclusion that the foundation of the sales clinic was nebulous and its purpose ill-de-fined.

### For Example

Make "Relations with Consumers" a must on your program, for you know, the con-sumer is the fellow who writes your final ticket. Believe it or not, consumer rela-tions start right at headquarters. The proper shaping of that policy is really your No. 1 must. You may think you amply provide for that in your advertising cam-paign. That is only a start. Your most important consumer relations program is carried on entirely apart from your adver-tising campaign. It radiates from headquarters direct to your salesmen and from there through every distributive channel, finally reaching the consumer, the gent who causes the cash register bell to ring.

Another suggestion: Don't just ram the advertising campaign down the salesmen's throats. Stage it so they will really like it. Point out their profit, if they use it properly. This is particularly important with the dealer helps portion of the campaign.

# Broadway Technique in Business

Do you expect your salesmen to give interesting and productive sales demonstrations to your prospective customers? Then apply the same fundamentals to *their* sales clinic. Dramatize the instruction so that stinic. Dramatize the instruction so that it will be entertaining. Inject the same showmanship that helped put you in your job...showmanship that is always the vehicle but never the show. Remember, the wisdom of Voltaire and Confucius was merely Truth in palatable form.

Two ways of excemplishing this end both

Two ways of accomplishing this end, both

well tested, are:

The Use of a Sales Film. There is a triple answer to the logical question of 'what kind of film?"

First: You may have a combination of a strictly Plant, Product, and Usage film, which is obviously a custom-made job.

Second: You may have either a custom or rented film on sales technique. The latter would, of course, be general, but good films of this type are now available.

Third: You could utilize a puppet film which would be entertaining as well as instructive, and would tie in with the current of puppet and marionnette

popularity of puppet and marionnette shows. Or an animated cartoon film might serve the same purpose.

2. The Use of Sales Demonstrations. There has never been a successful substitute for a sales demonstration as a vehicle for training salesmen. The salesman who thinks a sales demonstration is "the same old stuff" should realize that sales interest in his own advancement developed. selfish interest in his own advancement demands expanding his knowledge by learning the technique of successful men. A sales demonstration properly dramatized is the best medium for putting this funda-mental principle across and making it stick.

# Have Some "Unhappy Endings"

Here is a "don't," thrown in for balance. Don't have all of your platform sales demonstrations end successfully. You are facing facts, not theories. You are duplicating field conditions and not reading a mushy love story which always ends "and they love story which always ends lived happily ever afterwards."

You in your earlier selling days never were able to turn every prospect into a customer nor is any of your salesmen able to do so. The law of averages just doesn't work that way. Therefore, since you and all of your men take more rebuffs than you do orders, it might be wise to consider that a fair balance of your sales demonstrations

end in defeat.

This is an important pivotal point, be-cause right here the executive in charge of the convention can definitely turn it into a sales clinic by stepping on to the rostrum and calling on one of the successful sales-men in somewhat the following informal "Boys, here is a man who needs manner: manner: "Boys, here is a man who needs belp. That is what we are all here for—to give each other help. Suppose you, Charlie Fowler, offer the needed help. After all, I have no corner on ideas and I am not out in the field making the contacts you are. Won't you please come up and give us a clinical analysis of the trouble and offer the correct colution?" ble and offer the correct solution?

This immediately tosses the ball into the salesmen's hands and they instinctively realize their own importance. You will be amazed how they respond to the magic

word help.

At this particluar juncture be sure to have one or two of your best salesmen already prepared to respond quickly from the floor so that there will be no flat spot created by hesitation. Once one or two of your best men respond, the balance of the men will instantly sense the fact that the convention has been turned into a sales clinic for the benefit of all, and they will join in with genuine eagerness.

An important by-product in this proced-

ure is the development of self-confidence in your salesmen. It will teach them to talk intelligently on their feet without prearranged or canned conversation, which always lacks sincerity and enthusiasm, and usually flops. It will make your sales clinic informal as well as informative.

your line happens to be the type on which the salesmen frequently have to present their sales appeal to a board of directors, or any other group of people, they



# PITTSBURGH

Inviting you to stop at the largest, finest hotel in Pittsburgh. • Here are 1600 spacious, friendly rooms, every one of them with a private bath and circulating ice water • Here are 5 great restaurants to choose from-all distinctively different • And here are the finest facilities for conventions and sales meetings-large and small.

RATES FROM \$3.50

# HOTEL WILLIAM PENN

GERALD P. O'NEILL, General Manager N. Y. office-11 W. 42nd St.



# Work and Play by the Sea

For real attendance, pick famed Chalfonte-Haddon Hall for your next convention. Here are complete facilities. Quiet, modern meeting rooms for groups of all sizes. Large ocean decks, new Derbyshire lounge at Haddon Hall, varied entertainment for relaxation between sessions.

★ Write for special group rates

LEEDS AND LIPPINCOTT COMPANY

# CHALFONTE-HADDON HALL

On the Boardwalk, ATLANTIC CITY



# GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED · ADVERTISING AGENTS

should be taught to talk extemporaneously. If they can do this before their colleagues without their knees rattling like a wagon-load of tin dippers, they will be able to give an intelligent sales presentation under any circumstances.

This will get you the troubles directly from the men who have not been able to lick them, and the answers from the men who have. This latter group usually constitutes the smaller percentage of your sales force.

Here is a "do," in the form of a must. Invariably your last sales demonstration must be a humorous skit. Voltaire says: "A monarch who plays the part of a jester must have the heart of a hero." When the salesmen realize that the executives have a good sense of humor and know that even a profound truth may be expressed in jest, they invariably react accordingly and a pleasant memory is created.

# The Follow-Through

Properly blue-printed, executed, and followed-through, your sales clinic will—as in no other way possible—produce basic material from which to build a sales manual and form subject matter for sales meetings.

If your convention plan is successful for the convention, subdivisions of it will be equally successful applied to sales meetings. So, stage sales demonstrations, as outlined, throughout the year. Offer cash prizes for best results sent to headquarters. These results will prove this to be good judgment.

If the Sales Clinic or similar idea is good for conventions, it will be equally good applied territorially. Divide entire territory into Clinics A, B, C, D, etc. Appoint a Clinical Director who gathers the best sales ideas and sales objections and sends them to headquarters. Best ideas are passed on for immediate use of entire sales force. Pass objections on to entire sales force for best solutions. Then pay for them in cash.

Give cash prizes for salesmen and Clinical Director doing most constructive job. This will keep constant supply of spot field information flowing to headquarters. You'll be surprised what this will do toward putting a spine and personality into sales bulletins.

Give your convention a dress rehearsal with every one acting his part but the salesmen. Remember your actual convention is the main performance. Rehearse it, like any other show, to shake the bugs out of it and insure smooth running, before putting it on Broadway.

Profitably used, this formula will make your convention produce profits. One of its greatest objectives is to make each salesman want to play a part, instead of mutely accepting his usual role of a sit-in for Whistler's Mother.



Southern California saw a lot of these billboards calling attention to the Paramount annual sales convention this year.

# Paramount "Outdoes" Hollywood at Its Sales Convention

Gay band and big shots greet special train — billboards, banners and moving displays line way to the conclave. Stars and serious sessions help sell company's annual output.

OW does a big producer of motion pictures put on a sales convention? What does it do to whip up fresh interest among its own men for a forthcoming year's product? Here are some of the flashing details of what Paramount Pictures did last June when it took 350 district, booking and branch managers and their salesmen to Hollywood to explain new policies and sell in advance the company's output. It was the "comeback" convention, the first international one in ten years. So Paramount tried to out-Hollywood Hollywood in the convention showmanship.

Both Hollywood and New York executives set to work on plans for the supermeeting three months in advance. In New York Judge Gilbert Frawley of the comptroller's department made up a several thousand dollar budget for the affair. His associate, Larry Flynn, arranged as early as March every transportation detail for filling the 18-car special Union Pacific transcontinental train of delegates. Each individual got some such message as, "You are to meet the train from Chicago, and join the group. It arrives in Denver at 1:30 p.m. . . ."

It arrives in Denver at 1:30 p.m. . . ."
In Hollywood the Paramount vice-president and chairman of the conclave hit on the convention battle cry, "It's Our Year," and during the meet practically all of southern California as well as the visiting Paramounteers had the battle cry for break-

fast in their newspapers, for lunch on their billboards, for dinner in neon signs. Delegates were convinced by direct mail that "It's Our Year" long before they even left home.

When the approaching train was a day out of Los Angeles, Paramounteers were met by a studio representative who gave them keys to their rooms at the swank Ambassador Hotel, tagged their luggage so they wouldn't have to give it another thought until they needed a clean shirt in their rooms.

At San Bernardino, a desert town some two hours out of Los Angeles, a band, the one actually used at the fort in "Beau Geste," first picture on the new program to be sold the delegates, met the train with welcoming music, rode with the group to the depot in Los Angeles and serenaded again. The colorful band, in French Foreign Legion costumes, was joined there by a committee of some of Paramount's most beautiful gals as welcomers, giving the travelers French Foreign Legion headgear called kepis.

Buses met the group, and led on to a flag-raising ceremony on the Paramount studio grounds. Here was the official welcome. The United States flag was raised, then that of the French tricolor — "Beau Geste" build-up, as you've guessed. Frank Freeman, vice-president in charge of studio operations, and William Le Baron, managing director of production, were hosts.

# "The Whole Town's Talking"

That night for the first time in history a convention slogan blazed in neon under that of the famous Cocoanut Grove, night-spot in the Ambassador. Still another hit the eye above the entrance to the hotel auto parking lot. The blue, white and red in giant satin flags of the Foreign Legion fluttered from banners, flood-lighted, on all neighboring lamp-posts. The lavish entrance to the hotel itself repeated in a silk-fringed satin, colorful banner the "Welcome, Paramount" seen on 24-sheet posters down Wilshire Boulevard, and strengthened the effect of the hotel driveway entrance panel—a nine-feet deep and 40-feet long one extended above the driveway. On the hotel lawn was a 20-feet high poster in animation with an arm going up and down in a Foreign Legion salute.

The luxuriously furnished lobbies of the hotel itself were transformed into almost literally hypnotic displays of the coming September-to-September (Paramount sales year) product, each display having some portion in action. A tremendous poster, edged in real rope, on "Ruler of the Seas" was mounted on a four-feet high platform, had cut-outs in life-size of the stars, Douglas Fairbanks, Jr. and Margaret Lockwood, and was centered with a shadowbox back-drop of the sea on which a ship was in motion. Smoke puffed realistically from the ship funnel.

Similar set-ups for "Jamaica Inn" (Charles Laughton), "Disputed Passage" (Dorothy Lamour), "Gulliver's Travels" and so forth had their mesmerizing effects.

"Everything at our convention was done for a purpose," Mr. Agnew told SM. "We did not create display extravaganzas merely to impress our men, but to fire their enthusiasm. We no longer just sell pictures on paper."

The Fiesta Room, the Ambassador's choice convention hall, was decorated like a palatial theatre with front foyer, bee-yuitful blonde ticket seller, advertisements of coming attractions in the marquee and

so forth. At the convention sessions the ticket girl was "paid" each man's name as he entered—which was an effective way of calling roll and saved the time it would have required inside. Names were arranged alphabetically.

At the lobby sides of the theater entrance giant-size figures of the "Beau Geste" principals in gun action beckoned the salesmen toward the box office.

In the lobby in front of the convention room pottery urns of gladioli surrounded a disc bearing a local welcome, "Fox West Coast Theaters Welcome Delegates to the Paramount Pictures Sales Convention."

Another feature of the entrance lobby displays was a Well of Fortune, a simulated old-oaken-bucket-well in which a circular blow-up of the members of the top salesmen's honor organization, called the Golden Circle, was shown under water in the circular well. The well was covered by a canopy which suggested, "Paramount's Well of Fortune—Look into the Future."

The theater interior not only used the walls for more of its dynamic display advertisements but practically covered the ceiling as well. Color was everywhere—yet always its use was artistic and arresting. The speakers' roster itself was changed

The speakers' roster itself was changed from day to day. Here a cyclorama with brilliant satin draperies and lettering and powerful colored lights was brought down to earth on the sides with displays. One was a giant shelf of books, showing the titles and other book cover data on the pictures to come. Another had monthly calendars with arrows pointing to dates each new picture would be released. Still another showed blown-up press clippings on black scrap book pages to show the extent of the publicity that would be behind each picture; this one carried the message, "Paramount's Publicity Gets the *Breaks*—Press outlets in the United States represented here: Total circulation, 167,566,319 and total readers, 937,811,595."

### Not All Play and No Work

Strict meeting hours were observed, and despite the levity and spirit of play in the background of every movie convention, the sessions themselves were serious. Meeting days began promptly at 9:30 a.m. and adjournment did not come until 6 or sometimes 6:30 p.m. Dinner followed, and after that more business, but in the nature of fun—showings of all or bits of the coming new pictures. The new product was not actually announced in words to the boys until the studio session at which Mr. Freeman presided. At this time he introduced the directors of the films as they were mentioned, and the directors in turn introduced such convention specialties as Dorothy Lamour, Douglas Fairbanks, Jr., Bing Crosby, Ray Milland and other players in person.

in person.

The meeting began with the welcoming on Wednesday and ended on Saturday, the conclusion being a party that was a party at Cocoanut Grove. It was attended by all the major executives and players at Paramount—1,200 people. A highlight was the half hour CBS gave for the first time in radio history to a sales convention. It was cleared through every station in the network. Program participants included Dorothy Lamour, Bob Hope, Hanson Weeks' Orchestra, Bob Burns and Jack Benny.

At 1:30 a.m. Sunday the Paramount buses took the feted delegates back to the

At 1:30 a.m. Sunday the Paramount buses took the feted delegates back to the train. The convention thus ended on the high note of an evening of dancing with Dorothy Lamour and other stars, something well calculated not to give any salesman a feeling of having been "let down."



Paramount used even the ceiling of its convention hall for slogan banners. A "book-shelf" at the front named all forthcoming pictures and special displays for each one were ranged around the meeting.

# 13-Act "Show" Routs Convention Boredom for Autopoint Salesmen

No yawns, no cat-naps, no speech hangovers! This company taught its serious sales lessons in a program that bubbled from beginning to end like a glass of ginger ale.

SHOWMANSHIP, imagination, humor, satire—peppered with a dash of human foibles—were all used at the annual sales convention of the Autopoint Co., Chicago, held at the Edgewater Beach Hotel in that city in July. Approximately 50 sales executives and salesmen were called in for the occasion. It's a yearly midsummer event.

A convention of this kind, unless something is done about it, is likely to degenerate into a routine affair, become "dry as dust," and so fail to reach the heights possible. Dramatization can often keep interest keen and help to make sales points register. Autopoint decided to do something about it.

Roy H. Potter, manager of sales promotion, took the matter over and came up with a program in 13 acts. Enough of them will be outlined here to give the idea. A scenario was written, the plots outlined, general routine laid down. Executives, salesmen and others from the audience played the parts. As it developed, there was considerable ad libbing and fun was had by all. Some of the "acts" follow:

"The Seeing Eye."—M. I. Pickus, of the Personnel Institute, garbed as a fortune teller with a crystal ball in front of him and bearing the title of Prof. Abra K. Dabra, gave his sensational and startling character analyses of men picked from the audience by his girl assistant. There were some "plants." Then, with Harry E. Dressel, sales manager, as master of ceremonies,

Mr. Pickus removed his disguise and in a dignified manner told the serious story of his personnel work.

"Green Pastures."—A fictitious company, the "Madison Corporation," is having troubles with a dipping sales chart. There came scurrying through its office a magazine advertising solicitor with "10,000,000 circulation" to sell, others with bright ideas and cure-alls, and in the end an Autopoint salesman. He does his sales job and takes the order. From confusion comes order. The Autopoint plan works out in Scene 2. Two months later, in Scene 3, everything's hunky-dory and the sales curve, which had plunked down behind the sales manager's desk, is shooting skyward.

"Order in the Court."—Master of Ceremonies Dressel starts to make a talk but is interrupted by two salesmen in the audience who get into a quarrel over an account. Each accuses the other of trying to "steal a prospect." Mr. Dressel suggests that they take their case to the court. The curtain rises on a "judge" in the gown of his office. A series of scenes follows during which various problems in the salesman's day are whipped to a finish. These are threshed out under the headings—"Dealer Price Cutting," "Autopoint Repair Policy," "Billing Direct," "Customer's Preference for a Particular Representative," "One Account Protected for Three Salesmen," "Protection on Sold Accounts," and "What Happens to the Salesman Who Offers to





In this close-up of the "Order in the Court" skit at the Autopoint Co.'s convention the faces of the few salesmen who show are "looking pretty" for the camera—not red, as they were a couple of minutes earlier when the judge pronounced sentence for a number of selling crimes.

Cut Prices by Rebating Commission." In the final case the salesman is dumped out by the scruff of the neck.

"El Cigadoro."—The Story of Autopoint's Cigadoro combination cigarette dispenser, ash tray and humidifier, which is described as ideal for gifts or premiums.

"Yankee Doodle Goes to Town."—A presentation of Collier's widely circulated sound film which tells the rise of American business. This was followed by a presentation of Autopoint's Fall advertising schedule by a representative of Ruthrauff &

Ryan, Inc., advertising agency in charge.

"Some Cutting Remarks."—The story of the line of premium knives offered by Autopoint with tips on the technique of selling them.

"It's Good as Gold."—An act by "Beecher & Company." C. B. Beecher is credit manager of Autopoint. The "act" is a satire on the salesman who is overanxious to peddle to "bum" accounts. It ends with the salesman calling up his "sweetie" and telling her that the gift of furs is off. (Lots of laughs here.)

"I. Q. Tests."—Blow-ups of faulty orders shown. It's a question bee on right and wrong orders. Salesmen in audience are called on and given a specified number of seconds to spot the errors.

"Selling the Whang-Doodle Pencil."—
L. E. Johnson, district sales manager and a comedian in his own right, presented a travesty burlesquing freak pencils. For example, a pencil with a toothbrush and button hook attachment; one with a large knob so the finger won't slip off; a rubber pencil for writing rubber checks; one with a comb and a bottle opener; one with a tank and faucet, for desert driving; one in a half circle for writing orders upside down, etc., etc. Then—"there's only one mechanical pencil, the Autopoint."

"Price Objections."—How to handle them, in one easy lesson.

"The Roundup."—A general discussion of Autopoint Co.'s policies, procedures, etc., by Mr. Potter, manager of sales promotion, which is the closer.

Breaking up the routine was a visit to the Kildeer Country Club for a round of golf and banquet and the annual trip through the Autopoint factory. "Grub" intermissions were spotted in at the proper moments, since salesmen do get hungry even when the expense account is not working.

There was also something else—a meeting of the "Thirty-Nine" Club. The club was formed to run through 1939; and to become a member of it—the salesman's sales must go up 39%. High man in the increase is elected president of the club for the following month. The office is honorary and much desired. To get it the salesmen have to whoop it up.

SALES MANAGEMENT



Hotpoint's jaunty little trade-mark man, whose antics point up the sales message in much of the company's display material, was brought to life at the Spring sales convention—a bit of showmanship that proved a big success.

# New Product Gets Running Start thruCross-CountryPhoneHook-up

When time is short, the news is hot, and the firm wants to be sure every man in the field hears a full and accurate story, the technique used by Henry G. Thompson & Son is both practical and effective.

HEN the Henry G. Thompson & Son Co., New Haven, Conn., sought to introduce its newly developed flexible hack saw blade to its sales organization, it settled upon a two-way, three-quarter hour telephone conference, connecting company executives, plant managers and 20 salesmen located in such widely separated places as Maine, Florida, Texas, California and British Columbia.

Introduction of this product gave the

Introduction of this product gave the company its second largest month's business since 1929 and has since developed into one of the firm's major lines. It has been instrumental in giving Thompson a rise in sales consistently larger than the industry as a whole.

Before the advent of this newly developed blade, hack saw blades were brittle, easily breakable, resulting in high cost and accident factors. The new blade, marketed under the trade name "Rezistor," has hard teeth with a back that is soft and flexible. Thus the blade is unbreakable and shatterproof, and possesses safety features not found in any other hack saw blade on the market. In addition to these qualities, the new blade is as fast as older types and costs no more.

With introduction of the non-breakable blades, Thompson, of course, was reducing some of its existing volume. Therefore, it was necessary in marketing the new blade to emphasize the opportunity for obtaining new customers and entering new fields—automobile service, plumbing, electrical and hardware, for example.

Arranged by A. W. Tucker, secretary and

Arranged by A. W. Tucker, secretary and sales manager, the telephone conference was thus used to present an economical, verbal

and simultaneous presentation of the story to all sales representatives of the company. Important factor was that not a single angle of the presentation was curtailed just because it was made by a major telephone hook-up. D. W. Northup, president, spoke from French Lick Springs, Ind., where he was attending the national hardware convention. Switching to New Haven, M. J. Radecki, superintendent, told of the five years of research, development, experimentation and testing done in behalf of the new blade.

From Maine, Prof. Arthur Phillips, Yale University and Thompson company metallurgist consultant, told the audience of the seemingly unsurmountable production problems that were overcome during the engineering job. Switching back to New Haven, T. A. Hyde, vice-president, and Mr. Tucker presented details of the marketing and merchandising plans, described the advertising campaign and the emphasis on new customers and new fields.

After the management had presented its viewpoint, salesmen responded from their respective locations, asking questions and commenting upon the program. Listening in at New Haven headquarters were all members of the factory who had participated in development of the product.

The Rezistor blade thus went to market with an effective build-up which carried over into the field work of company sales representatives. Salesmen were impressed with the all-important fact that they had something which would take their selling out of the competitive market—something with which they could "go to town" if they exerted additional effort.

# WHEN TIME IS MONEY:

# COSTS LESS



ORDINARY TRAVEL often means days en route . . . valuable time lost from business...high-priced meals...tipping.

VIA TWA—You cut travel days to hours!
No tipping. Meals aloft are free!

COMPARE: Chicago to New York—not 16 hrs. but 4! Fare, \$44.95. New York to West Coast—overnight! Fare, \$149.95. Round trips, 10% off. With time so precious, YOU CAN AFFORD TO FLY!

Phone Travel Agent or TWA for rates anywhere

Transcontinental & Western A Kansas City, Missouri	SM-1
Send Free Booklet about TW ice to both World's Fairs w Grand Canyon, Boulder Dan en route!	ith stopovers a
Name	
Address	/TWA
City	71 MW
ROUTE OF THE	
Sunny Santa	TT .

# A Real SALES BUILDER for YOU.

Five years on last job as Eastern Sales Manager for national organization, breaking all their previous sales records! Hundreds of customers, contacts, friends on east coast and throughout U.S.A. Intimate coast-to-coast knowledge of men, methods, markets, manufacturers, jobbers, dealers — NOT by hearsay, but from contact on the ground.

Practical executive and leader with 20-year background and national reputation in sales and advertising management, sales promotion and training, writing and public speaking . . . you'll know his name when you hear it! Experience includes radio, looseleaf, chain stores, beverages, general advertising agency accounts — wholesale and retail, manufacturing and mail order.

Dynamic six-footer; only forty; splendid organizer and merchandiser. Ready NOW to do profitable sales producing and business building job for YOU. Neither high-hat nor high-priced. I've known this man for years; glad to tell you all about him.

Philip Salisbury, Gen. Mgr., SALES MANAGEMENT



Fred Stephens, Apex advertising manager, cast as a washing machine salesman, smiles upon his charming prospect in a selling skit which was part of the program for presenting the new 1940 Apex Speedliner washer to sales representatives at their annual

# **Broadway Dress for Sales Ideas** Lends Zip to Apex Conclave

When there are so many bright things you can do-even with a dull product—why run a convention limited to soporific speeches?

THERE'S no reason why a salesman should suffer agonies of boredom at his company's annual convention. Much more inspiration may be derived from a meeting enlivened by humor, showmanship and a dramatic presentation of the points the firm's heads want to put across to members of the sales staff. Acting on these beliefs, Apex Electric Manufactur-ing Co. staged a sales convention at the Park Lane Villa, in Cleveland, on August 23, that will not be soon forgotten. Paced in swift tempo, the meeting opened with a review of the development

of the company's washing machine business, by G. B. Schuyler, executive president, and one of the pioneers of the industry.

Next came an address by Charlie Smith, pex sales manager, who described the sales features of the new 1940 Apex Speedliner. His talk was illustrated by enlarged photographs of washer parts, borne by pretty girls costumed to suggest the selling advantage of each. The girls then played a "return engagement" as stooges for Ralph Korepeter, assistant sales manager, when he had his say about the new line.

Then came a lively skit built on the difficulties of one Joe Updoo, faced with the task of doing the family wash to placate his rebellious wife. In his dilemma, Joe was rescued by an Apex salesman, played by Fred Stephens, Apex advertising man-After selling a washer to the Updoos, thus completing his sales quota for the day, the Apex man joined Joe in a fishing trip.

After luncheon and a tour of the Apex factory, the convention assumed the atmosphere af a three-ringed "wringer" circus. Introduced by a barker's spiel, Paul Bernner, in conventional ringmaster's garb of scarlet jacket, white breeches and boots, recited the story of the Lovell wringer's

salability.

Long, loud laughs were evoked by a "Bull Session," during which Advertising Manager Stephens, attired as a matador, rode onto the stage astride a "bull," whose front feet and hindquarters were enacted by two members of the Apex advertising staff. After delivering a sales message, Fred and the bull retired rhythmically to the strains of "Ferdinand."

The program closed uproariously, with a comic demonstration by Lee Wood (account executive of Meldrum & Fewsmith, agency handling Apex), by means of thermometer charts, of "the red-hot sales" performance of Apex during the past year.



The bull seemed pretty wobbly . . . not so the information about the wobbly . new Apex washer which Adv. Mgr. Stephens, doubling as matador, delivered in the "Bull Session" skit at the sales convention.

# \$250,000 in Merchandise Prizes Spur Salesmen in **Dodge-Plymouth Contest**

OU will do a better job yourself, and you'll see that your salesmen do a better job, too, if you have an investment in this yourself.

Many dealers have asked for such a plan. Therefore, it is good business to make an investment on your own part in this Opportunity Year Contest."

The quotation is from the Plan Book supplied to dealers in connection with the Dodge and Plymouth "Opportunity Year Sweepstakes" sales contest, conducted dur-ing the Spring of this year. What these two divisions of Chrysler Corp. invited, but did not require, dealers to do was to match dollars with the factories to double the awards to their own salesmen. That seemed logical. And it was further justified by the fact that factory awards were offered for sales of used vehicles, as well as for sales of new cars and trucks.

The factory managements hoped that some of the more progressive dealers would act on the suggestion, and to this end had the rules governing dealer participation printed on a page facing that which outlined the factory offer in the merchandise prize catalog. But to show that there was nothing compulsory about this, the page concerning dealer participation was per-forated, and dealers who did not care to participate were instructed to tear this page out before giving the catalog to their sales-

Dealers cooperated to such an extent that they just about matched the factory awards. And all together, factories and dealers distributed approximately a quarter of a million dollars worth of prizes to Dodge and Plymouth retail salesmen for six weeks'

### Held in Busiest Season

Another feature of the contest that was a bit different from common practice was the fact that it was conducted during a busy season—May 1 to June 10. April is usually the peak month in automobile sales, and May is seldom far behind, yet the contest started May 1. That may be explained by another quotation from the Plan Book: "The time to get out and get extra business is the time when you know it's there to

Merchandise prizes, "sweepstakes" prizes, and grand prizes were offered every salesman who would sell three or more cars or trucks, either new or used, during the Cappel, MacDonald's 50-page catalog was furnished each salesman so that he could make his selections. "Prizes Really could make his selections. "Prizes Really Get Action!" the Plan Book explained to dealers. "Merchandise prizes have been made the big factor in the Opportunity Year Sweepstakes because merchandise does a better job of stimulating interest.

"Merchandise awards act for a long time as a reminder of the event and the donor. You can be sure the wives of salesmen will stimulate their husbands to maximum efforts in gaining the number of points required for some particularly desired merchandise prize.

Our volume buying resources permit us

to offer you greater value in merchandise."
The number of prize points per sale ranged from 200 for Plymouths to 500 for new Dodge two- or three-ton trucks. As a point was worth approximately one cent in retail merchandise, this meant a bonus





a big sector of a major market we recently opened for a grocery item TWO-THIRDS AS MANY ACCOUNTS IN ONE MONTH AS THE HOME OFFICE HAD ON ITS BOOKS AFTER FOUR YEARS OF SELLING!



support of a sea-food campaign we have placed miniature car card reproductions featuring the item on the menus of dozens of prominent hotels, restaurants, inns and other eating places, have installed actual car cards at oyster bars, and are rounding up batches of new dealers daily.



unravel a "slow-sale" situation for a men's toilet item manufacturer, we gum-shoed the trade, discovered the underthe-counter factors holding back the product, lined up the dealers so these factors could be corrected (and after the report went in they were corrected).

What's Your Problem? Our experience is at your service . . . Write or phone

STREET RAILWAYS ADVERTISING CO. NEW YORK • CHICAGO • SAN FRANCISCO

of \$2 to \$5 per sale. However, since a majority of dealers who employ salesmen matched the factory awards, the bonuses in such dealerships were doubled. credits were also awarded for selling used cars and trucks, the number of points depending on the vintage of the cars and the selling price of the trucks. Each salesman was required to make a minimum of three sales during the period to qualify, but credits were retroactive after he did qualify.

Each sale of a new or used vehicle entitled the salesman to participate in a weekly regional sweepstakes contest for special Each sale resulting from a lead provided by the salesman's wife entitled the wife to participate in a similar weekly sweepstakes contest for salesmen's wives. And finally, there were grand awards for outstanding performance.

The contest was announced in a telegram to all Dodge-Plymouth dealers, followed by a package containing the Plan Book and merchandise prize catalog, delivered by mes-

A special edition of the Dodge house organ, "The Dodge Business Builder," carried a message from F. H. Akers, vicepresident, and offered suggestions as to how dealers could profit most by taking full advantage of the opportunity. This was followed at frequent intervals by other editions of the same paper, and by numerous cards, folders, etc., urging the salesmen to do specific things to get more sales.

Other promotional material furnished in-cluded an "activity chart" for listing salesmen's names, quotas, and attainments during the contest. At the bottom of this large sheet were sketches of heads, with small, numbered squares around each chin. These heads were assigned to individual salesmen and as one made a sale, a square on his sketch was blacked out. If one made enough sales, the whole area on and around the lower part of the face was blacked out. This was called "Growing a Beard" and

gave a humorous touch to the contest.

Much was made, too, of the fact that this
contest came in conjunction with the
"World's Fair Specials" campaign on used cars, which was being promoted at the time by the Major Bowes radio program and by spot announcements over 117 stations.

The contest described was the first na-The contest described was the first national one promoted by Dodge in several years. It is said to have been "overwhelmingly successful." And this is borne out by the fact that new car registrations for the industry declined during May, as compared with April, whereas Dodge and Plymouth sales increased.

# Jenkins Promotes "Quality" in "Veteran Valve" Contest

This competition among distributors' salesmen pulled in the largest sales increase over the comparable month of any previous year since 1929—all because it inspired the men to dig for specific sales information.

ORE than 1,000 of 3,000 salesmen, representing 300 of 500 mill supply distributors invited, partici-pated in a "Veteran Valve" contest conducted by Jenkins Bros., New York and Bridgeport, in observance of its 75th anni-

The contest ran 75 days, from March 1 to May 14. It was intended to demonstrate the quality of Jenkins' valves. Factors used to determine eligible "veterans," among the millions of Jenkins installations in this period, were length of service, severity of service, and cost of maintenance

Entrants were instructed to give a brief history of a "veteran" on an official entry blank. Each salesman could submit as many "veterans" as he wished, but each on a separate entry blank.

In addition to getting these distributors' salesmen to think—and talk—more than ever of the quality of Jenkins' valves, said H. B. Safford, contest manager, the contest induced them to go back into plants and other places they contact on their tours, meet engineers and operating people, and spot prospective new—as well as old valve installations.

It also provided for Jenkins advertising a mass of impressive installation stories that would otherwise have been hard to get. . . . Total valve-years of the "veterans" submitted exceeded 300 centuries!

Jenkins will use the winning and other notable installations in its advertising, through Rickard & Co., in some 35 trade papers, in architectural papers, Fortune and Business Week.

The contest had immediate effect on sales. The company's business in June was ahead of the general trend and showed the largest increase, from parallel month of year be-

fore, of any month since 1929.

More important than immediate sales, however, Mr. Safford explained, were the facts that it caused these distributors' salesmen (each of whom handles at least two lines of valves) to become more "Jenkins conscious," and that it stimulated plant engineers to become more "Jenkins replacement conscious.'

Each entry had to be accompanied by a statement as to age of valve by the engineer of the company where that valve was installed. Where there was any doubt, Jenkins' own books could check it.

For the nation's \$30,000,000-a-year valve business there are six major contenders. Of these, Jenkins is said to have had the largest share for 50 years. Jenkins makes 3,000 different types of valves—bronze and iron and steel, pygmies and giants, gates, globes and "Y's." The company guarantees that its valves will outlast any others, if used for the purpose specified.

The contest was divided into seven geographical areas, and was open to salesmen of all qualified distributors in all 48 states and the District of Columbia. The prize for each of six areas was an all-expense atr trip for two people to New York and return (or other form of transportation if preferred), six days in New York, stopping at the Waldorf-Astoria, with trips to the World's Fair, theaters and other places, as guests of Jenkins Bros. The prize for the metropolitan New York winner was a nineday cruise for two on the Canadian Pacific Liner "Duchess of Atholl" to Quebec and Montreal.

Judges were Harvey Conover, publisher of Mill & Factory; Philip E. Swain, editor of Power; James A. Channon, manager of Mill Supplies, and T. F. J. Moffett, editor of Plumbing & Heating Journal.

The first entry was received within five hours after the contest opened. Interest mounted so rapidly that although the company distributed 10,000 entry blanks, the demand exceeded the supply. Many sales men heeded Mr. Safford's suggestion that "every extra entry you can find will increase your chances of winning. . . . There is no limit to the number of entries you may submit. Mail them in just as you uncover them in your daily travels."

A group of pictures of various valve installations appeared in one edition of the "Jenkins Veteran Valve Contest Extra," with the advice: "Look for 'veterans' in places like this. We can't tell you where these are, but there must be a hundred like them somewhere in your territory. And, with the plant engineers' help, they shouldn't be hard to find."

It was also pointed out that the "veter-ans" were not necessarily to be found "in



A first-hand acquaintance with New York's Mayor LaGuardia and his famous sense of humor was one of the unlisted prizes which went to winners and their wives in the Jenkins Veteran Valve contest.

places of high industrial activity."

Entries, and winners, as it proved, covered a wide variety of installations.

The winner in the Atlanta branch area—William G.Archer of the Fulton Supply Co.—described the 40-year service of a steam line valve at Piedmont Cotton Mill, Egan, Ga

Malcolm Curry, Curry Bros. Oil Co., Boston branch area winner, told of the service of a five-inch gate valve at the City of Salem Pumping Station, North Beverly, Mass. . . . Allen Straub, Louisville Mill House Supply Co., entered a Jenkins valve at a Kentucky abattoir, which has been opened and closed at least once a day for 60 years, with "practically no maintenance cost."

Other winning "veterans" were a 50-year-old valve on a main boiler feed line of the Public Service Co. of Colorado, at Denver; a globe valve at the Todd Co., Rochester, in service—without cost—since 1903; a boiler room valve in a Virginia tobacco plant, which has had an average annual maintenance cost of only 50 cents since it was installed in 1887, and a 12-inch iron body gate valve, serving since 1913 on the suction end of a pump for hydraulic elevators at Lord & Taylor's, New York department store.

In addition to specific rules, and suggestions for finding "veteran valves," the distributors' salesmen were told in detail of what their "trip" prizes consisted

what their "trip" prizes consisted.

One issue of the "Contest Extra" explained "why all-expense means just that.

Transportation tickets are mailed to winners. Hotel will be paid direct by Jenkins Bros. A check received on arrival in New York provides \$50 for food. Another check for \$50 provides pocket money for incidental expenses and amusements. Each winning couple will be given ten admission tickets to the World's Fair and 12 tickets for Fair amusements."

The winning couples also were taken on a one-day trip to Jenkins Bros.' factory in Bridgeport. The company's entertainment committee arranged sightseeing trips, evenings at night clubs and theaters, and a dinner party for the final evening of their visit. But several days of the week were left free for them to enjoy themselves as they wished.

Jenkins Bros. had budgeted \$4,000 for bringing the 12 people from six areas to New York for the week. Actually, it worked out like this:

Trans	po	01	t	a	ti	0	n						. 5	1,274
Hotel											6			504
Food														300
Entert	2	ir	er	n	e	n	ŀ		_			_		700

To this was added \$800 for all "promotional costs," making a total of \$3,578. The costs of the couple who won the cruise to Canada still kept the total expenditures well below the \$4,000-mark.

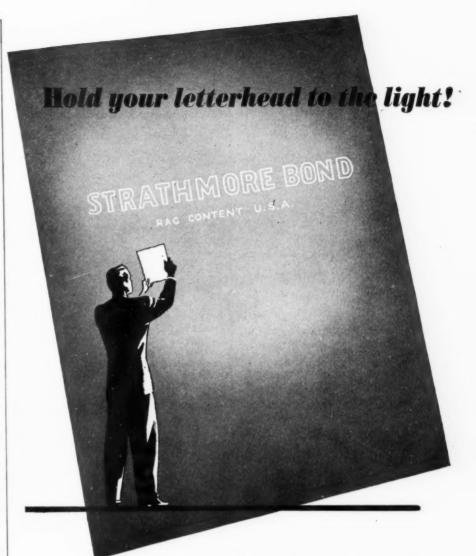
This, for winning the active cooperation of 1,000 salesmen and 300 distributors, and the interest and good will of hundreds of others, Jenkins Bros. believes, was a mighty good investment.

### SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure. "Information on Sales Contest Operation," furnished to sales and advertising executives without charge,

SALES CONTESTS, INC. Talbot Realty Bldg., Dayton, Ohio



# Does it bear this signature?

The Strathmore watermark, in every sheet of STRATHMORE BOND, stands for character in paper making...for fine letter-heads with impressive, expressive qualities of texture and surface. A letter written on STRATHMORE BOND costs less than 1% more than the same letter written on the cheapest paper you might buy. And when you use STRATHMORE PARCHMENT, as fine a paper as can be made, the letter costs only 2.9% more. Such extra effectiveness, for so little difference in cost, is sound business economy.

THE STRATHMORE BUSINESS PERSONALITY CHECK LIST shows all the ways in which a business is seen and judged by its public, gives all the appearance factors important to your business. Write on your business letterhead for this check list. Dept. S. M. 7, STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS.

STRATHMORE MAKERS
OF FINE
PAPERS



# Nude Salesman Running Constantly Since 1935

One of the most remarkable feats in the field of salesmanship, and which has been previously commented upon in these pages, is the continued highpowered activity of the nudist salesman.

Back in '35, we brought out the Nudist Sales Contest. As most readers of SALES MANAGEMENT know, this contest made history. Users wrote letters about the results secured that - well, many of them were so good we locked them up in the files, so we wouldn't be nominated for the presidency of the Ananias

Well, gentlemen, we know something about sales contests. We thought Nudist would run its course in the usual two or three years. It didn't. It wouldn't. It hasn't. We produced other contests; swell ones. Our clients used them, and loved them. But they insisted: "We're going to run Nudist over again, too; make an annual affair out of it!" They told their friends, and their friends wrote in and said, "We've got to have it. Ship

You can't do anything with sales managers like that, nor with a contest like that. The simple net result is that the Nudist Sales Contest is still snapping the slack out of sales charts; going stronger than ever, after four long years of tough sledding.

Use the coupon below. We'll give you all the story by return mail.

HAHN-RODENBURG CO. Springfield, Ill.

[90]

Gentlemen: Yes, I'd like to know about the Nudist Sales Contest!

Firm	***********
City	State
Ву	
Number of Salesmen	
Scattered	Concentrated
Sales Force	Sales Force

# **Associated Oil Contests Must** Produce "Volume at a Profit"

With a basic theme behind its contest planning, this industrial company urges its men to work for increased gallonage sales at no additional cost in operation.

HERE are contests and contests, foolish ones and legitimate ones; contests that produce little except a big noise and high blood pressure, and contests that build solid profits. Hardheaded business management will be skeptical about contests aiming primarily at volume. It will "figure through" to ulti-mate profits and won't forget to deduct This is the conclusion arrived at by executives of the Associated Oil Co., one the most contest-minded of the large industrialists.

Sales Manager P. E. Allan says, realized some time ago that volume is not the answer, that the worth of a contest must be measured in net figures. We are must be measured in net figures. completely sold on contests-our kind-and base our entire selling scheme on the contest spirit. What we have, in fact, is more than contests—it is a part of our business method. 'Volume at a profit' is our aim, increased volume at no additional cost in operation.

The Associated contest technique now employed is a refinement arrived at after many experiments. The outward form of the contests may change from month to month, from period to period, from year to year, but "increased volume at no addi-tional cost in operation" is the underlying theme always. To ensure this result, a certain basic plan is followed.

### Base: Previous Year's Volume

The plan is to take the previous year's sales volume for each competing unit, then divide this into quarterly periods which run as follows: January through March; April as follows: January through March; April through June; July through September; October through December. The gallonage sold in each of those periods of the preceding year is increased by a percentage established each year. This is multiplied by established rates. An arbitrary rate of profit is set, and gross earnings determined. Expenses for the same three months are then deducted from the established gross earnings, giving the net profit. comes par, or 100%.

When sales figures for the first month of a new year are in, controllable expenses are deducted, thus arriving at the net profit. This figure is compared with par. agency having the highest standing is the winner for the month. The same plan operates for the monthly and for the six-The same plan month competitions.

There are district contests and agency contests. The contests for the bulk, or distributing, plants are divided into monthly, and into six-months cumulative ones. S that the contests will be strictly fair to all competitors, small or medium-sized plants do not compete against large ones or vice-versa. Plants are arranged in groups ac-cording to the amount of business they do, the groups being classified as A, B, C, D, E, F, G and H. Agencies doing an amount business placing them in the A group

would compete with other A agencies, those in the D or E groups would compete with The district contests also D or E agencies. are monthly and cumulative, the company's seven districts (Sacramento, Washington, Los Angeles, San Francisco, Fresno, Port-land, San Jose) competing against one another.

All contest prizes are cash with the exception of sales managers' prizes, which include pen sets, gladstone bags, etc., ranging in value from \$25 to \$75. There are monthly banquets for the winning agencies each month, capped by a big banquet at the end of each six-month period when the contest trophy is awarded.

Whatever the external form of the contests, districts and agencies compete against one another on a percentage-of-profit basis. An agency or a district that can keep down costs, overhead, etc., is helping his position in the contest as materially as if he were increasing sales volume.

# **Timely Contest Motifs**

The contests are kept simple. Each year, the firm starts out with a contest name that usually becomes a slogan. For instance, 1938 contests were built around "Pageant of Profit" for the first six months and 'Stamp-Ede' for the latter six. Often contest slogans are tied in with current events, either within the organization, or in the West as a whole. "Pageant of Profit" tied West as a whole. in with the Golden Gate International Exposition.

For the duration of the Pageant of Profit contest, district heads were known as Ambassadors—Ambassadors Portland, Sacramento, San Francisco, San Jose, Fresno, Washington, and Los Angeles. Under them were the agencies and consignment distribuwere the agencies and consignment distribu-tors. It was the job of the Ambassadors to bring in "treasure" for "exhibits" on Treasure Island. Each Ambassador was given a monthly exhibit value quota of \$100,000 which was to be considered as 100% accomplishment. Total quotas of \$600,000 per Ambassador were set for each

of the six-month periods.

The company publishes a monthly news-paper called "Progress Parade" for the sales personnel. In this house organ there appeared each month the scores of the Ambassadors and also of their agencies and consignment distributors. Ambassadors' standing was shown in two ways: On one page their relative positions were shown in terms of percentages; on another, a large illustration interpreted these percentages in terms of monetary value, portraying each Ambassador either succeeding or failing in the performance of his task. Thus, if the leading Ambassador had a percentage rating of 105.7 in the monthly table, the picture showed him securing a fine "exhibit" worth \$105,700. The envoy ranking seventh, on the other hand, might be only 75% effective and he would be shown by 15% effective and he would be shown by 15%. tive and he would be shown bringing home an exhibit worth only \$75,000. The men

carefully followed these tables and pictures, all eager to be in the three top positions instead of lower ones which might not be up to "Ambassadorial par."

The page of pictures published in "Progress Parade" also showed, month by month, the positions of the Ambassadors as they stood in the six-month competition. Seven "Towers of Treasure" illustrated the percentage achieved by each Ambassador in his striving towards the \$600,000 goal. Agencies and Consignment Distributors

were awarded monthly prizes ranging from \$75 for the leading agency in Group A, the largest, to 10 for the leading agency in Group H, the smallest. First, second and third prizes for the six-month period were as follows:

G	ro	u	p												First	Second	Third
A					0				a		۰				\$140	\$80	\$50
B		0	0	0			۰					۰			90	50	30
C		۰	۰	٠			9	0		0					70	40	25
D			0		a				0			0	0		50	30	20
E							9			0	u			a	40	20	15
F					0			0	0	0	0			0	40	25	15
G		0						0	0		0	0			30	20	15
H			0	0		0	0	0	0	0		0	0	9	20	15	10

Winning districts were awarded each month a trophy as a symbol of leadership and at the end of each of the six-month contest periods the winning district was awarded a banquet allowance of \$2.50 per person for all employes of the district to attend the "Ambassador's Dinner."

# Salesmen Race to the Finish in Tyler's "Speedway Derby"

SING automobile racing terminology, Tyler Fixture Corp., Niles, Mich., sponsored a lively "Speedway Derby Contest" for its 400-odd distributor and dealer salesmen during the Spring sea-son, March 6-June 3, 1939. The contest was announced and promoted through the company's house organ, "Treasure Island News." A series of special bulletins, issued under the title, "Road Dust," amusingly illustrated the standing of teams and inamusingly dividual racers and contained "pep" paragraphs spurring the men to greater effort.

Initial announcement of the contest appeared in the February 24 issue of "Treasure Island News," with photographs of four leaders in an earlier contest and reproductions of two prizes that were to be awarded in the forthcoming event.

Prospective entrants were also sent copies of a mimeographed bulletin, "Tyler Speedway Derby," listing rules of the contest, setting forth the method of scoring, and enumerating the prizes. Among the rules was one requiring that an order be accepted by the firm's credit department before it could be credited to a man's score. The men were also asked to refrain from the practice of grouping orders under one name. Points were to be allotted in this way: For each one dollar's worth of equipment sold, one-tenth of a mile travel would be awarded to the salesman.

Winners were permitted considerable latitude in their choice of prizes. For ex-ample, the grand prize winner—selling the largest total volume of Tyler equipment during the contest—was to receive a "beau-tiful permanent trophy," and his choice of "any prize listed in Group A, or any one prize listed in Group B, plus one prize in Group C." The second prize winner would receive any item in Group B, or any one prize listed in Group C, plus one prize listed in Group D. Individual prizes were offered for best records in selling certain types of merchandise—to salesmen with best records in volume of display cases, fruit and vegetable refrigerators, sectional steel clad walk-in coolers, and reach-in

The prize list was divided into six sections-A, B, C, D, E, and F. In Group A were five choices, ranging from a "Complete Summer outfit, consisting of two Palm Summer outht, consisting of two Palm Beach suits, Panama hat, six shirts, pair of shoes, two suits of underwear, six pair socks, and four ties," to a "mahogany or walnut liquor cabinet." Each of the other classifications permitted a choice of five prizes. Group F, at the foot of the list, included a choice of "three Van Heusen shirts," a "10-inch roulette set," etc.

Throughout the period of the contest

Throughout the period of the contest, "Treasure Island News" published illustrations of prizes and news items telling of the progress of leaders and teams. Written in a more jazzy style, the "Road Dust" bulletins ballyhooed the contest as a sports event, with such expressions as "The Big Race Is On . . . Cars in ship-shape and rarin' to go . . . look out for the curve." Names of salesmen were freely used: "Watch out for Bob's speed . . . Coming up from behind, Charles E. Wicke roared ahead to take the lead . . . Crull careens into fourth place." Drawings dedepicted racing cars speeding dizzily on racks, stop-and-go lights, and the 'visions' of contestants daydreaming about the fun they'd have with such prizes as an outboard motor, wrist watch, etc. Final bulletins were devoted chiefly to lists of entrants and their scores, but earlier ones contained sales pointers on certain types of equipment for which special volume prizes were being offered. For example, "reachin" boxes were featured in one issue, with lists of potential users of this equipment. Another number gave instructions for arranging fruits and vegetables in cases, with special reference to the moisture-tolerance of these foods. This information, of course, was to be passed along from Tyler salesmen to food retailers.

### Glory for Runners-up, Too

Winners of the contest were announced in a "Final Bulletin," with congratulations and personal human-interest touches, such as: "There are going to be a lot of fresh vegetables sold in St. Louis this Summer, because there were enough produce refrigerators sold by E. C. Allen, of the St. Louis Butchers Supply Co., St. Louis, to equip a number of good stores. Congratulations, Mr. Allen."

A large proportion of the June 16 issue of "Treasure Island News" was devoted to contest results. The editor tactfully divided the information into short items, not over-emphasizing the grand prize winner, but giving space as well to lesser victors. An editorial by W. A. Carroll, Tyler sales manager, praised the efforts of the men and worked in a justifiable bit of institutional horn-tooting: "The real winner is the proud owner of that new Tyler fixture which you sold him and which has already begun to 'pay off' on his cash register from the inevitable increased sales and profits for which it was designed and built . . . Winners All—Distributors, Dealers, Salesmen, and Satisfied Users of Tyler Equipment."

The Tyler Contest is an example of intelligent, will-directed promotion, executed in such a way as to keep salesmen interested to the end.

READY POL Four tailored-to-order Merchandise Prize Bonus Plans -created and developed by Cappel, MacDonald & Co. to act as an inspirational stimulant to your salesmen and increase sales for you. "MILLIONEERS" . . sparkling with sales action, human interest and featuring numan interest and featuring 1000 nationally known mer-chandise prizes. Complete pro-motional campaign offered to you at \$1.00 per set. REINDEER RODEO" the spirit of Christmas worked into a Merchandise Prize Bonus Plan that means Christnonus rian inai means Christmas gifts for your salesmen, and a Christmas gift for you in the form of increased volume. "HIT-THE-LINE" utilizing the current in-terest in football to put new terest in football to put new power into any sales campaign power into any sates campaign that you may now be planning. One of our most effective pro-motional programs. "FORTIFY FOR '40" . start the New Year right,

gear your sales force to a new high, clear the decks for action by employing the "Fortify for year" Merchandise Prize Bonus Plan.

These four strong campaigns, plus many more, are available for immediate use. Are you planning a Christmas sale drive? . . . do you wish to overcome seasonal slumps? . . . introducing new items? . . . want to increase volume in general? Write immediately to the world's largest creators of Merchandise Prize Campaigns. A trained contest specialist will be glad to discuss your problems with you, without charge or obligation.

# CAPPEL, MacDONALD & CO. DAYTON, OHIO

Detroit New York Dallas St. Louis Chicago Cleveland Los Angeles SALES CAMPAIGNS . . . PRIZE AWARDS

# CONTROLLING SALESMEN

SECTION

V



# Watertight Daily Reports Make Dr. Pepper Control Plan Work

Fountain Division salesmen cover much detail each day on a simple form keeping headquarters up-to-the-minute. Costs are reduced, field coverage tightened, supervision and morale are improved.

BY P. W. BULLOCK

Assistant Sales Manager, Fountain Merchandising Division, Dr. Pepper Co., Dallas

T the main office of the Dr. Pepper Co., in Dallas, Texas, we know nowadays what every salesman in our Fountain Division is doing every day he works, thanks to our improved system of sales control and salesmen's daily reports. We know how many calls a man makes day by day, how much time he spends at each stop, on whom he calls, how much business he does—if any, what the condition of each dealer's stock is, how much Dr. Pepper advertising material our man places, how long the previous material was displayed, and so on.

Because of this system and its prompt assembly here at headquarters, our General Sales Manager W. V. Ballew can come back from a trip and tell at a glance exactly what has been going on in the Fountain Division during his absence . . . or we can report on him on the road at any time.

report on him on the road at any time.

This plan of salesmen's reports gives us better control over our whole operation, including effective routing of our men and their traveling costs. Incidentally, it gives us so close a check on our advertising that, during the past six months, we have been able to reduce our future commitments on certain forms of advertising material by as much as 20%. An example is the advertising cost of our current Lucky Numbers campaign, which is 37% less than that for

a similar and previous Hi-Hat campaign. Such savings through better use of advertising material and selling time are significant and startling.

cant and startling.

But probably best of all is the effect our report plan has on our men. We believe they all now realize—and some, at least, previously did not—that the company's main objective is to keep in constant contact with our dealers for the purpose of helping them sell our product, and not merely to place advertising displays and

maintain good will.

We believe, too, they realize that detail reporting of their activities day by day is as good for them as it is for the company because they not only get more business by closing up coverage gaps, but we, at headquarters, can more readily cheer them for good work that might not have been noticed before and point out ways for immediately correcting any of their shortcomings. Ours is a forthright, square-shooting report plan that calls for no snooping by supervisors or anybody else. The men virtually operate it themselves. And it works.

Each man mails in his report daily. It details every one of his essential services for each customer. From these sheets we prepare recapitulations for each part of the operation, territory by territory, with a sep-



# A. B. C. circulation GAINS on all 4 quality Vincent Edwards magazines!

3 of them are now the largest in their respective fields; the 4th is on its way to the top, and is read by important executives!

This circulation leadership brings you the largest audience in these important fields and the Vincent Edwards editorial policy of FACTS and IDEAS for MANAGEMENT, assures page-bypage, cover-to-cover reading!

Because advertising is placed next to related editorial matter, ads are read and produce more direct benefits!

**Total Net Paid** 

Total Distribution

	June 30, 1939 A.B.C. Report	As of September 1939	As of September 1939
Furniture Manufacturer	2,283	2,369	3,162
Furniture Record	4,914	5,339	5,840
Hotel Bulletin	10,168	10,708	11,480
Retail Ledger	4,402	5,072	6,015

Total Net Paid

WRITE TODAY for merchandising data in any of these major fields!

# VINCENT EDWARDS & CO.

PUBLISHERS OF TRADE MAGAZINES AND SYNDICATED SERVICES

342 MADISON AVENUE

NEW YORK CITY

MANUFACTURE

arate count of advertising costs. This enables us to see exactly what is going on everywhere in the field. It then enables us to write a monthly letter to every man, analyzing his work, showing him how he compares with the average in each phase of his job.

We do not, however, report call time to the men except in necessary cases. Nor do we discuss advertising cost comparisons. These are matters primarily for office study. Only the consumption facts are taken up with them, plus their own personal performance. Our sales supervisor fills out a personality check sheet on each man after working with him in his territory to follow up whatever criticisms or corrections we

may have made in the monthly letter.

We set up itinerary sheets two weeks in advance. The men initiate these itinerary sheets, which are checked at our office for thorough coverage of the territory. A failure to show such itineraries is checked on a town classification record kept at our office. Thus at the end of the month the salesman is supplied with a list of the towns not worked during the month. This checking is, of course, carried out in the customary wall-map procedure. We also compare the total traveling costs per territory on recap sheets and thus have another measure of checking expenses per territory. Over a year's time those men who travel their territories most economically are credited in this respect.

This itinerary plan is helping us to correct inefficient distribution of sales coverage. We are now preparing to redefine all territories. This problem involves a great deal of research work with such dedefinition being based upon potential productiveness of each territory—that is, the number of outlets, stage of development, and geographical characteristics.

In our business the syrup sales at the time of retail call represent only a small portion of the total business written in each territory, since our product is a standard item and is supplied through the jobber several times in the intervals between our salesman's calls. Our men ordinarily cover their territory only once every three months. We do, however, ask them to cover heavy volume outlets six or eight times yearly, other outlets four times yearly and still others twice yearly. The itinerary sheets are checked on that basis.

## Aim: Make Every Call Count

In general, our work in revising the methods of controlling our salesmen has not been concerned so much with their geographical coverage of the territory as it has been slanted toward improving the sales effectiveness of the actual dealer interview. The casual handling of the daily reports in our particular case, prior to reorganization of the department, was especially bad and padded reports, if not fanciful ones, were too frequent.

We have had, in the past, cases of daily reports that were made in the hotel room directly from a telephone book or from a newspaper drug store route list. Needless to say, such reports were always beautiful to look at but were far from giving a picture of the actual situation on the territory. Furthermore, there was no provision made in our office for a careful study of them as there is today (and this is what brings accurate reports from the field) nor was there any attempt made to evaluate each man's work in comparison with the over-all job.

Now, however, the reports give us definite control of sales effort, a better chance to correct salesmen's personal problems, accurate cost control of advertising material used, improved morale of sales organization, increased effectiveness of supervisory sales work, and accurate evaluation of territory man-power by a method considerate of each man.

In our business, territories cannot be easily compared because of at least three factors that vary widely:

- Territories are in different stages of development.
- Some are heavy in the urban type of syndicated soda fountains, while others run to the scattered small town, oneman-drug-store type.
- There is great geographical variance. For example, the time required to travel West Texas means fewer retail calls per day as compared with thickly settled eastern territories.

Our salesmen's daily reports must picture actual working conditions. We want facts, not fancy. There is a tendency, always, for a salesman to guess about what the boss wants to see on the daily report and then make the report look that way. But our salesmen understand the purpose back of the plan, so we have their cooperation and a more accurate report. Their report forms are simple. They make only one daily report, one weekly expense report and one weekly itinerary report. This cuts down their detail work to an irreducible minimum.

# A True Picture of the Call

The sales report form itself faithfully reveals the individual call. On the left-hand side of the report the salesman is required to list only the name of the store, its location and the time when this dealer was last worked. We, therefore, have a means of checking coverage of any particular portion of a territory.

Under the "Time" column the salesman

Under the "Time" column the salesman is required to estimate with reasonable accuracy the amount of time spent in actual dealer interviews. This gives us a means of determining an average selling time for each type of store

cach type of store.

The remaining service column refers to the package which the store customarily buys. We can thus determine whether or not ample dealer stocks are being maintained. "G" refers to glass jugs; "D," five-gallon metal drums; "W," wooden cooperage. In the case of the Hi-Hat campaign, we had a prime objective of changing one-gallon buyers to five-gallon buyers and we were able to check its progress through this package-purchase column.

The "Gallons" column refers to orders taken at retail. "Bottles Carried" has little bearing on salesman control since it is used to compare the growth of bottle purchases from another division of our company with our syrup sales. The "Glasses Sold" and "New Account" columns are self explana-

tory.

This brings us to the advertising portion of the report. "Trims Up" reports backbar advertising that is up at the time of the salesman's call. This gives us a measure of the length of showing of fountain trim material. "Trims Placed" refers to the amount of advertising in the fountain trim classification installed at the time by the salesman.

The four blank columns headed "A,"
"B," "C," and "D" are used for campaign operations on special advertising. For instance, in June and July we used a series of Frosty Pep backbar posters. For this period the salesmen wrote in at the head of the column "FP" and listed the number of posters used on each call. Similar pro-

cedure is used in the case of other special

campaigns.

Whereas reports were formerly made up by district men sometimes for three or four days at a time, and were frequently late in arriving at the office, we have found that the salesmen themselves actually prefer to keep this daily report with them in their automobiles and to list each call at the time it is made, or at the noon hour, or before checking into the hotel at night. This improves accuracy.

DATE

Proves accuracy.

Each salesman keeps a carbon copy of the report and sends the original to our Dallas office daily. We also provide our men with a Dealer Record form which may be bound in a ring binder and which is similar to our daily report. It enables the district men to note down specific happenings at the time of a call. Many of our men use this record for the purpose of remembering the names of their customers, their idiosyncrasies and all the hints that help them in their sales. This auxiliary form, however, is not compulsory though it is used by the majority as a handy memorandum.

When the daily reports arrive at our office a coordinator prepares a monthly work sheet for each district. This is posted daily from the reports. On this work sheet, totals for each report sheet column are entered daily. Thus at the end of each month each territory is pictured by the total number of calls made, the total amount of time spent, and so forth. This provides a means of immediate comparison with similar territories in each phase of the work.

We have already mentioned that because of territorial differences, we consider it unfair to the district men to make flat comparisons. We therefore establish, from the monthly totals, averages in each phase. Thus the average number of calls turned in by all district men for the month of July was 277. So if Salesman Jones has had no time out and turns in only 200 calls for the month, which is compared, let us say, with 280 calls for the previous month and with the average figure of 277, we may be fairly sure that he has seen some good ball games.

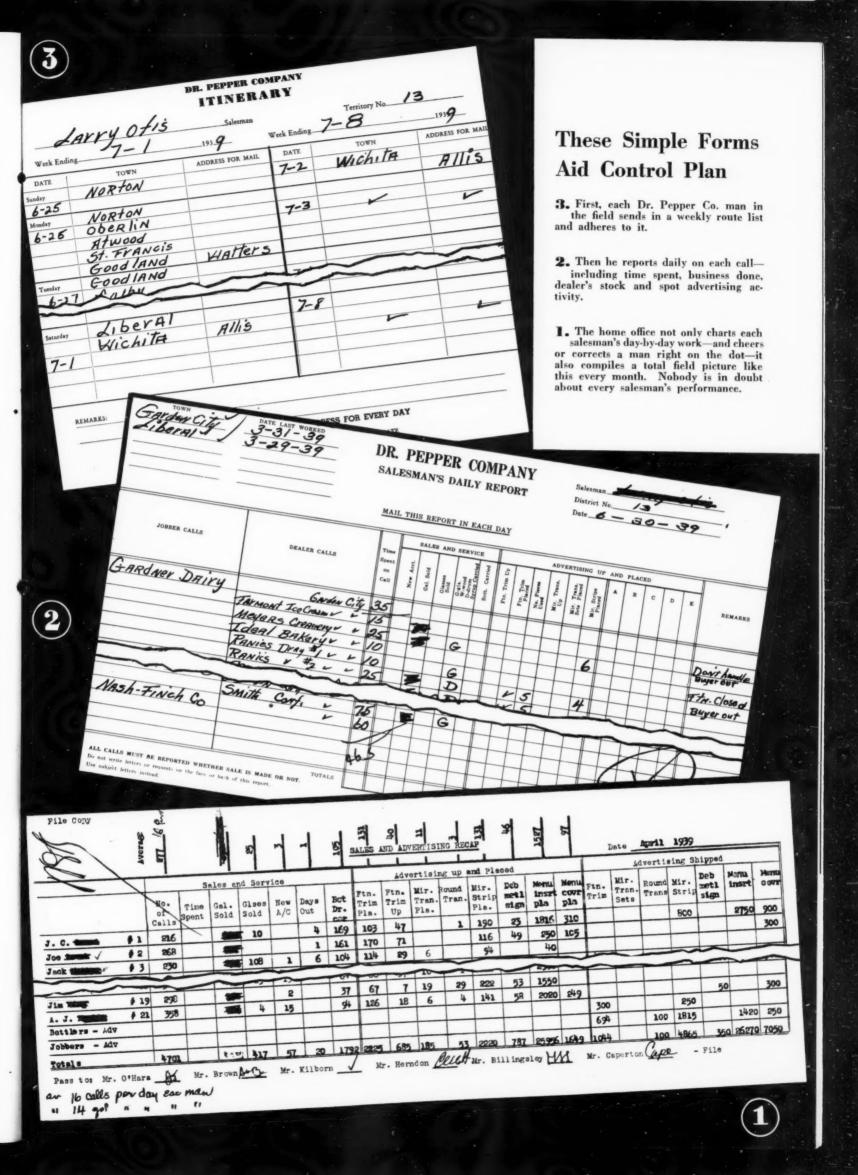
### Men Feel System Is Fair

Of course, even this comparison is modified by the type of stores and the amount of time he has reported in actual dealer interviews. Thus the correction given this man will be based upon the evident fact that his work, at least in this one classification, has been below the average established by all districts. This comparison is accepted by the salesmen as a fair measure. And that is important. Similar comparisons, then, are drawn throughout the entire report and are made to the men only individually and by means of the personal letter at the end of each month.

at the end of each month.

In certain instances we do use the reports for competitive standings of the men, but only for short periods of time and with great care. Whereas in the past we issued monthly standings of the men in the various phases of the work, we have discontinued the practice. We find that individual treatment of their territory problems gains not only their respect for our method but also secures their aid in making reports entirely free from error.

The monthly letter has become more or less a feature this year. The men look forward to it and keep it throughout the month for reference. It enables us to point out weaknesses of operation in each individual and to keep away from the purely critical. Our object is to encourage our men to better-than-average performance.



# 1938 Formula for Grading Salesmen

MONTH	HOL/DAY	WORK	Hours	"AA" ORDERS	SERVICE GLLS	REGULATORS	SUMMER GUTTERET	HEATER GEANS	TOTAL HOURS
JAN.	6	25	203	74	74	56			203
FEB.	5	23	186	62	74	50		COX TUNK	186
MAR.	4	27	195	43	74	45	SES SES	93	195
Apr.	6	24	187	MALK STATE	San All	Same	149	38	187
MAY	6	25	259	21-17-16-23	THE CONTRACT		259		259
JUNE	8	. 22	140		NEW TAKE	BAR STATE		140	140
JULY	12	19	136	54	BENEFIT HERE			82	136
AUG.	19	/2	85	54		3/	Manager 1		85
SEPT.	6	24	185	94	MARK MARK	91	100000000		185
Oct.	5	26	211	69	73	69	22.00		211
Nov.	5	25	203	74	74	55	1300000	5 to 100	203
DEC.	6	25	215	72	74	69		122	215
	88	277	2205	596	443	465	408	293	. 2205
PERCENTA	SE OF Y	EAR	100%	26.6%	19.7%	20.79	18.1%	14.9%	100.0
WORK FOINTS-(IOPTS= 1%) ABILITY POINTS-(BY APPROISAL)		266	197	207	181	300	1,000		
		S-FOR		466	197	607	281	449	2,000

This is how the basic formula was applied against 1938 work hours.

# "Ideal" Sales Performance: How We Guide Our Men in Working for It

This idea sponsored by the Philadelphia Coke Co. for evaluating the work of each salesman in terms of the "all-around" sales job, might profitably be adapted by companies in many other lines.

# BY ROY H. WARMEE

Sales Manager, Philadelphia Coke Co., Philadelphia

M 1937 the Philadelphia Coke Co., manufacturers and distributors of Koppers coke, a solid fuel for household use, set up a salesman rating plan which had two main objectives: First, to provide a management tool for the evaluation of our men, and second, to form a concrete basis on which salesmen could rate their own efforts and improve accordingly. We know that some salesmen are better than others, and feel it is extremely important that each salesman on the staff know where he stands in relation to the others. This knowledge simplifies many other problems both for men and management.

The plan has worked so well, from all standpoints, that we have continued it for three years and expect to retain it as a regular part of our sales coordination and training work. It has encouraged better rounded effort on the part of all our men. In addition, we as well as the salesmen have learned from it; the plan, in fact, led ultimately to a change in our payroll methods.

The area served by the Philadelphia Coke Co. is the City and County of Philadelphia, and the main product, Koppers coke, is distributed by approximately 180 local fuel dealers who sell 60% of the output and

by a retail division of the company which sells and distributes the other 40%. The retail area and organization is at present made up of 20 territories within the city limits, with a retail salesman assigned to each territory.

Although the promotion and sale of this single product is the chief purpose of the company, there are other lines which, though smaller by volume, are important to the selling job. One is the Koppers heat regulator (a thermostatic control) and another the Koppers furnace cleaning service. Other special jobs required of the sales staff are on the Koppers Summer Contracts (a Summer fill-up plan) and the servicing of all new coke customers after their first order, on a two-call schedule. The work and requirements of a retail salesman, therefore, are complex and varied.

Before the rating plan was evolved and put into effect it was hard to evaluate salesmen's efforts. We had often wanted to know, but found it hard to determine, just who our best men were from a year-'round, all-duty standpoint.

Then, too, management problems sometimes came up which we had to solve fairly. We had, for instance, the usual territory complaints—"A" argued he couldn't be expected to do as well as "B" because "A's" territory was different. Certain men were also prone to "specialize," instead of doing a well-rounded selling job. The man with the mechanical bent found it easier to sell the regulators, for instance; he understood them, his mind was tuned in that direction and his best efforts were put forth in their behalf. Another man liked the excitement of the short, sharp "Summer Contract" season, a period of 40 selling days in the Spring when these Summer fill-up plans were in effect each year, with an award for the biggest sales volume during this period. This salesman threw himself into these campaigns for all he was worth and always won the award. But then he usually coasted along during the remainder of the year; praised and feted for his big achievement, he was willing to rest on his laurels until the next campaign came around.

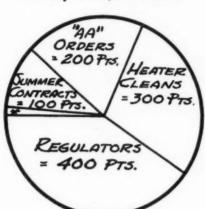
In setting up the plan we took all of these factors into consideration, along with such "human side" ones as hot weather, when sales morale has a tendency to be low, and short season campaigns when hours must be extended to accomplish quotas. We realized, too, that some salesmen work very hard but don't achieve spectacular results because their ability is less, while other men who have the ability don't work as hard as they should, so that neither man reaches his full sales productivity.

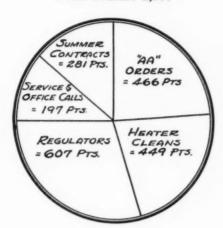
The company also realized that some of our items require more selling ability than others; and that some require more time, but less ability. The regulator, for instance, has a high customer resistence, little advertising behind it, and low consumer acceptance. Its selling price is \$36. Competitively, it is a quality product selling at a higher price than some others in this market. Coke, on the other hand, is priced at \$9.50 a ton at the present time, has al-

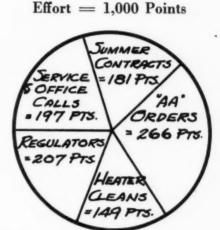
# The Formula

Total Points: 2,000

Ability = 1,000 Points







Effort counterbalances ability in the calculations by which Philadelphia Coke arrives at "par" for ideal sales performance.

most all of our advertising appropriation marshalled behind its promotion, has almost every home as its prospective market, and falls into the necessity class.

Last, the plan had to embrace the requirement that salesmen service and demonstrate after each purchase by a new customer. The salesman must make two return service calls on every new account, and this work is of extreme importance to the success of our business. Obviously, the salesman whose territory takes on most new customers in a given period of time is required to devote more time to service calls; therefore the opportunity to acquire new customers and sell other items is lessened by the limitations of time. Scoring had to take into consideration the time and work required to perform the service job satisfactorily

factorily.

Therefore the plan, in its final form, broke down all these factors into definite work and ability counts, which were applied against work hours. First we plotted salesmen's work hours, month by month.

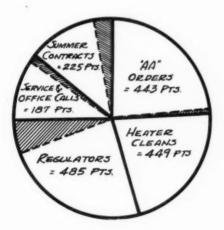
From the total number of calendar days in each month, we subtracted Sundays, holidays, half days on Saturdays and full Saturdays during the Summer when we are closed, and vacations, and multiplied the result by hours, using an eight-hour day as the multiple.

Taking 1938 as a sample year, we found a total of 2,205 hours as the base working schedule. This we allocated to the five main jobs the salesman had to perform—Summer contracts, heater cleaning jobs; regulators, "AA" orders (an order acquired by the salesman through canvass, without the assistance of leads), and service calls. In the service bracket we included time spent on office assignment jobs, and together we found they accounted for 443 of the salesman's total yearly hours. Of the remaining hours, 408 were devoted to the sale of Summer contracts, 293 to heater cleaning jobs, 596 to "AA" orders, and 465 to regulators. Since all these items are seasonal, hours for each were also allocated according to the months in which selling

jobs on them are performed, as shown in the month and hour formula chart.

Allowing 1,000 credit points for work done by the salesman during the year, plain mathematical calculation gave us the point percentage to apply to each category—408 hours (service calls and office assignments) is 18.1% of the yearly total of work hours, so full credit for that item would be 181 points. Each item was figured in the same way. One thousand points is also the maximum possible total for ability, divided as follows: 100 ability points for Summer contracts, 300 for heater "cleans," 200 for "AA" orders and 400 for regulators. Service and office assignment jobs rate only work points, since no selling ability is required, the sale having already been made. The ability points are determined by appraisal.

The figures in the table on p. 98 show how the man is graded from both the work and ability angle, and how some items carry a high working score but a low ability score, while other items are just the reverse.

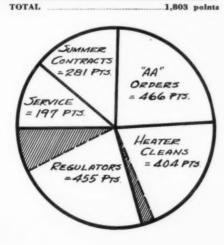


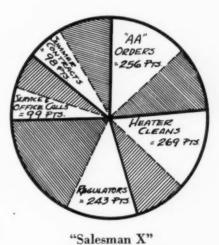
"Salesman B"

Accomplishment as against the total formula

TOTAL T		malat
Service and Office Calls	187	44
Summer Contracts		44
"AA" Orders		44
Heater Cleans	449	44
Regulators		points

"Salesman A"
Accomplishment as against





Accomplishment as against the total formula

Regulators2	43	points
Heater Cleans2		44
"AA" Orders2		84
Summer Contracts		8-6
Service and Office Calls		86
TOTAL9	65	points



Roy H. Warmee

Job	Work Points	Ability Points	Total Points
Summer Contracts .	. 181	100	281
Heater "Cleans"	. 149	300	449
"AA" orders	. 266	200	466
Regulator Service and Office		400	607
jobs	. 197		197
Total, or perfect score	1,000	1,000	2,000

The individual salesman is scored according to his ratio of results to those of the salesmen as a whole. Taking just the first item as example—the 281 points, highest possible number, is divided by the number of men (20), making 14.05. This quotient, 14.05, is then deducted from the dividend (281) as many times as the standing of that particular salesman on the list compared with the entire group of salesmen. The salesman whose orders are the biggest in each division or item gets the full point credits allocated in that group and automatically becomes the yardstick by which the other salesmen are graded. The salesman standing next in line is credited with 281 points less the quotient 14.05; from the third highest the quotient is deducted twice, and so on down the line.

Each division is graded in the same way,

according to the highest standing in that one division, which makes it possible for a man to excel in some divisions and to run something less than first in others and still be the leader, provided he has accumulated the greatest number of points against the basic 2,000. Or he might be first in some divisions, but very low in others, and thus he beaten out in the end on point accumulation by a man who had, say, run consistently second best in all lines—indicating a better or more rounded out selling job.

Standings are computed from salesmen's results every month and transferred to his individual score tab. The formula chart shows the diagram for the model or "perfect" salesman's record, used as a base. The chart marked "Salesman A" shows the 1938 record scored by the top ranking salesman of that year, the one for Salesman "B" is the second ranking salesman's record of that year, and Salesman "X" an average salesman's yearly points as against the total formula.

Through the company's setting up this basic ideal salesman on paper, with his full 2,000 points, the salesmen are given a definite mark to shoot at. It is a form of competition also from year to year, with the man competing against himself as well as the rest of the field, in an effort to beat his last year's standing. Each salesman has

been made familiar with the plan as a whole; the basic chart and calculations from which the standings are derived, and his own records, also in chart form. At the start of the plan the master chart of months and hours, showing the work formula, was used on blackboards at sales meetings, and copies of it made for each salesman to keep and refer to, so that he would know just how it works and understand it fully. Since it is worked out mathematically, he realizes it leaves no place for favors on the one side or excuses on the other, and respects it.

The individual salesman's own chart records based on the plan also serve as sales training and self-help aid to the man; with

it he can see where he is weak, what items need more work, and what ones demand improvement in his ability or selling technique if he is to better his score.

We have found this pre-determined plan very helpful in carrying out the sales objectives of each of the items and services in our line. It definitely sets up incentives and at the same time puts a yardstick on the value of each salesman. As further incentive, the man who has accomplished most in point accumulation during the calendar year is awarded a trophy in the form of a silver plaque and a sum of money. A master plaque in the main office carries the name of the winning salesman of each year, for permanent record and display.

# Sales Control to Encourage Men to Do a More Intensive Sales Job

Here's a simple record system which gives both salesmen and company executives a complete work plan, a systematic follow-through, and a currently accurate check on market conditions.

# BY J. F. RAMEL

Barnett & Ramel Optical Co., Kansas City, Mo.

When it was founded in 1920 the Barnett & Ramel Optical Co. occupied a single room 14 by 20 feet in Kansas City, Kans. Today it is the largest independent wholesale and manufacturing optical firm in the country. Besides the home office and plant (20,000 square feet of space at Kansas City, Mo.), there are branches in Waterloo, Iowa, Des Moines, Omaha, Wichita, Kansas City, Kans., and Oklahoma City.

N the period since 1930 we have developed a comprehensive and detailed system of reports, correspondence, and bulletins which is to a considerable extent responsible for the substantial gains the company has made in the last nine years.

Object of the system is a more intensive selling job. It does this by enforcing a close relationship of executives, branch managers, and salesmen with customers, and by maintaining in each member of the three company groups a constant alertness to any matter relating to sales effectiveness.

The whole system is a matter of adequate

records properly routed, handled, and kept.
Reports on standing and progress have stimulated salesmen. By giving them frequent and various forms of reports, much of the work has become a game to those participating. Not only do executives check managers and managers check salesmen, but the salesmen can check both executives and managers. Instead of dampening, the system has increased, the enthusiasm of salesmen, and the morale of the entire organization has improved.

The reports are very simple, as follows:

1. A daily report by salesmen or manager on every call made. (See form No. 1.)

Company break-down report to salesmen and managers showing actual sales, territory sales, quotas, and comparative sales to others in "dollars and cents." (See form No. 2A and No. 2B.)

3. Company DROSAR report to salesman, giving a recap of the "Daily Record of Stock and Rx" (DROSAR) orders that have been sent in voluntarily by his customers since his last call on them. (See form No. 3.)

them. (See form No. 3.)

4. Company copies of all letters to salesmen that have anything to do with selling, misunderstandings, or complaints

5. Route card. (See form No. 5.)

(Sample forms reproduced on pages 100-

1. The daily report made by the salesman for each call, whether the customer is in or not, lets us know that he definitely is doing the job. It benefits him because if he fills it our properly he gets the maximum result from his effort. Analysis of the report shows this.

Most of the points on the report are self-explanatory. A few of them, however, may need explanation. "MD-DO-OD-Jlr" are abbreviations for Doctor of Medicine, Doctor of Osteopathy, Doctor of Optometry, and Jeweler-Optometrist. "If No Sale, Why?"—that is, are customers sending in prescriptions between salesmen's visits? "20 Point-Chalnex-Both": "20 Point" is the company's quality line; "Chalnex," price, Constant reports on this point keep salesmen alert to the sale of quality. "Closest Inspection Is": The salesman's analysis of the customer, shows that he is interested in quality, or in price; or that he is a business pessimist, etc. This information is valuable in the development of the customer by both the salesman and the company. "Interested In": The answer to this gives the salesman something definite for his next approach. "Deals With": Com-

petitors. "Send the Following": These are items taken off the report by the secretary and passed on to the order department. They are supplies furnished doctors and dealers free.

"Doctor's Birthday": We have a method of securing this information without asking for it directly. The salesman mentions his own birthday; or he may say, "It is a fine enough day to be your birthday," or, "It must be your birthday, you're lucky to have me calling on you on your birthday." The method invariably works. We keep a file of these birth dates. We now have about 700 birth dates, and a birthday card to each one on record. We get an amazing amount of response; there have been hundreds of replies expressing appreciation.

The report (only one side is used to speed up handling) comes to the secretary who checks it for several items, including orders for free supplies and notations made by the salesman such as "POML," which means Put on Mailing List or "TOML" which means Take off Mailing List.

If the report contains information about credit, a duplicate of it is made by the secretary and given to the credit department for its files,

# **Builds Portrait of Prospect**

Then the report goes to the desk of the sales manager, who examines it for any point on which he might be helpful in securing business or building additional business. One example: Report states doctor's son will be out of medical school next month. It's the sales manager's job to find a good location for the son as he is the finest potential we have for new business. This daily customer report then is routed to the recording department for proper recording, to be used as the basis for discussions at later sales meetings.

2. From the daily invoices is made up a monthly report on actual and territorial sales. The phrase "How Well You Are Doing" is in the title. Salesmen like to know how well they are doing and they "eat up" anything in the nature of comparative standings. I recall that when I was on the road I had to make up my own records. The only way in which company officials let me know how well I was doing was to pat me on the back. That didn't satisfy me. I wanted to know how well I was doing from week to week and month to month. I used the company's order book and figured out my own score each week. It not only was a psychological necessity for me to know my progress, but the information proved practical when the boss tried to kid me.

On monthly reports of standings, each salesman is listed by code number so that other salesmen do not know how he is doing, though each salesman knows his own number. If a salesman gets into a 90-day slump, we don't want the other salesmen aware of who he is. If the salesman in a slump is aware that the other salesmen know it, it's that much harder to get him out of it. We skip-number the salesmen so there is no sequence, and we change numbers occasionally.

On the monthly report we list our major selling commodities, first, second, third, etc. These represent our "bread and butter" lines. Directly under each item is the rank of the salesman with the dollars and cents amount of sales. The weak spots in the salesmen's work show up immediately and obviously on this report. The sales manager has only to check it over briefly and he knows who is having what kind of trouble.

Actual sales quota is determined by use of a definite formula which gives us the amount of dollars-and-cents sales a salesman must have to cover his salary, a flat sum, and his expenses.

3. At each branch each day the bill clerk who handles orders lists for each salesman the number of Rx and stock orders the dealer in that salesman's territory has sent in, and it's the manager's duty to check it daily. On the 1st and 15th of each month carbon copies of these DROSAR reports are sent to salesmen. (DROSAR meaning Daily Record Of Stock And Rx.)

Automatically the salesman checks to see what customers have slipped in number of orders, or have failed to send in any business. Accounts are listed alphabetically on these reports by salesman's routes, which are six or seven weeks long. Also indi-

cated is whether he is an Rx customer, stock customer, or both, or whether he buys only spasmodically. Listing all dealers, whether customers or not, keeps salesmen familiar with their names.

Instructions to managers in connection with DROSAR reports are that if the customer sends in orders daily and then sends no order for three consecutive days, the manager must write him to learn if he is ill, on a vacation or what. Seven days later, if the manager hasn't received this information, he follows up with another letter. At the end of 15 days, if there has been no word, he telephones the customer. A copy of such correspondence goes to the sales manager, who immediately forwards it to the salesman with his instructions attached.

If the DROSAR report shows the man-

# The Tire Dealer Sells More than Tires

TIRES is edited solely for the benefit of the tire dealer, the tire treader and repairer, but these days the tire dealer does a decidedly diversified business in the automotive industry. This means that TIRES editorial diet is diversified. It has to be because — of the 15,000 independent merchants receiving TIRES each month:

73% sell gasoline and oil

93% have air compressors

70% have lubrication service

33% have car lifts

75% sell and service batteries

40% test and reline brakes

30% have wheel aligning apparatus

30% sell wheels

67% sell rims and rim parts

80% sell chains

75% have treading or vulcanizing shops

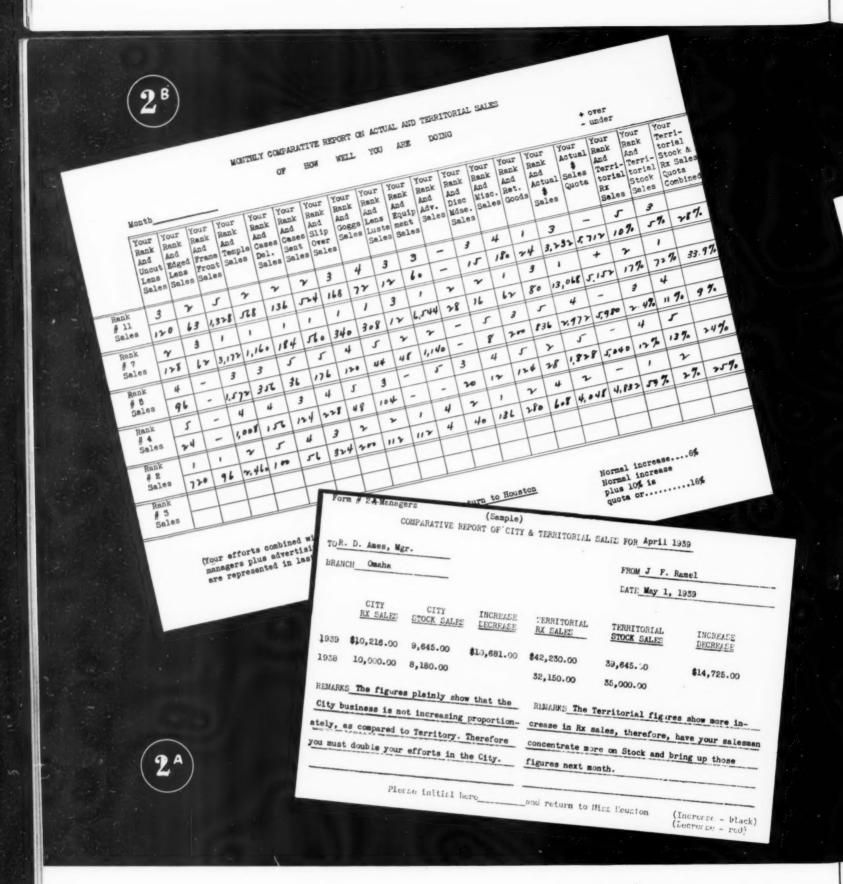
84% sell automotive accessories.

It is this diversification that makes TIRES a good advertising medium not only for tires and tubes, but also for all types of automotive quick service station equipment and merchandise. We would be pleased to prove this claim.



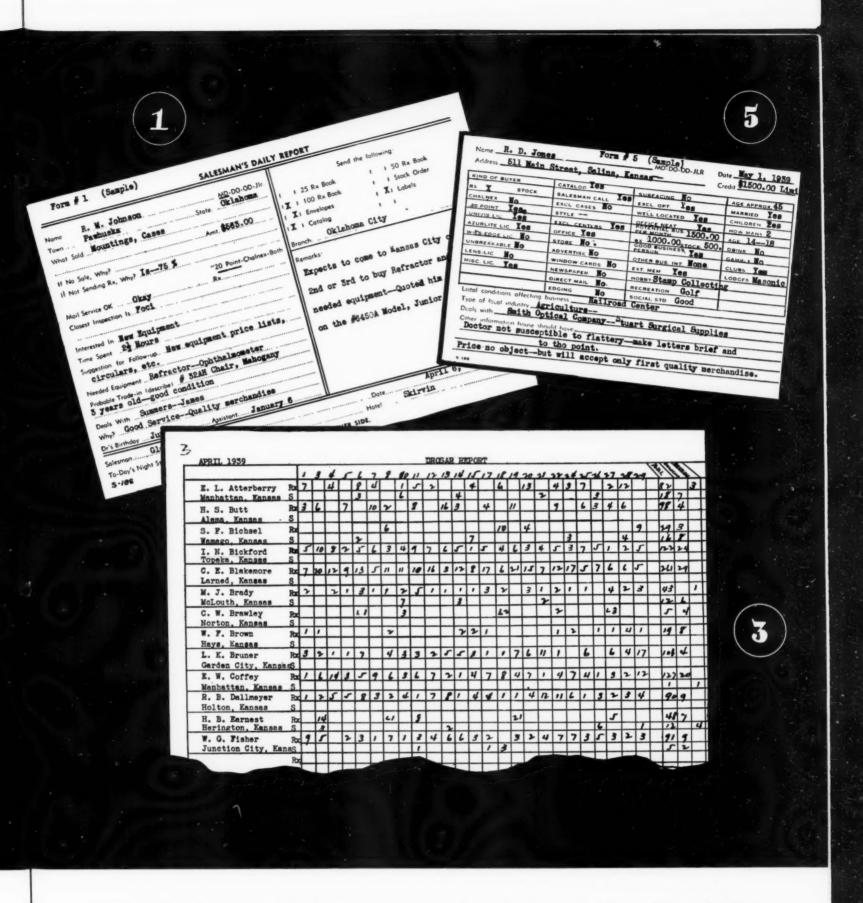
420 Lexington Avenue

**New York City** 



# A Control Plan That Assigns Definite Jobs –and Gets Them Done

The forms on these pages have been developed by the Barnett & Ramel Optical Co. to such a degree of efficiency that, according to J. F. Ramel: "We can put a new man in any territory and in three weeks have him producing. (For full understanding of how the forms are used, see article beginning on page 98.) I. The salesman sends in a group of these reports every day, one for each call made. To fill the blank out properly, he is compelled to evaluate and analyze the customer or prospect and to record information that will provide him with a definite approach for his next call on that account. 2A. The



monthly comparison of city and territorial sales is sent to branch managers for use in achieving better balanced selling in their respective territories. **2B.** The monthly comparative report on actual and territorial sales shows the salesman "How Well You Are Doing." Not only are his sales of the various products in the line listed, but he is given his sales ranking in comparison with those of other men—though their names are not revealed. **3.** The DROSAR (Daily Record of Stock and Rx) shows orders sent in direct from dealers in a salesman's territory. Carbon copies are sent salesmen on the 1st and 15th

of the month. The manager, who sees these records daily, is supposed to write to customers who become inactive. If he fails to write such letters, it's the salesman's privilege to jack him up. Reference to the chart reproduced shows that letters were sent to customer C. W. Brawley on April 6, 18 and 27.

5. The salesman carries one of these route cards for every dealer in his territory who has ever been a B & R customer. The reverse side holds a ten-year history of month-by-month sales to the dealer named. New salesmen find the route cards, with their wealth of pertinent detail, especially helpful.

ager hasn't written any letters, it is the salesman's privilege to jack him up. On the DROSAR report in almost half the cases the letter "L-1 and L-2," indicating that a letter or letters have been written by the manager, is followed by the figure to indicate that one, two or three letters have been written. The numbers following them indicate the result.

If the report shows the manager has written the letters and no orders or replies were received, then it is up to the salesman, when he gets a copy of the manager's letter through the executive, immediately to get in touch with the customer, either by letter (if he is not going to be in the customer's neighborhood for several weeks) or by calling on him, and iron out the difficulty.

The salesmen carry the DROSAR report

Although they aren't required to, most of them keep the reports in their files after they are through with them, which is one more indication that they like records that reflect their activities.

This DROSAR report gives the executives and the sales manager an accurate check on the managers, a cross check on the salesmen, and a complete check on each customer by salesman route, by territory, by branch and by state. One hour spent twice

advertising PLAYING CARDS EXCLUSIVELY FOR ADVERTISERS BY GET CUSTOMER RECOMMENDATION WITH PLAYING CARDS BROWN & BIGELOW Remembrance Advertising PAUL. MINNESOTA a month on this report will enable any sales manager to know his weak spots and his

good spots and, above all, where to dig in.

5. Besides the DROSAR report, the salesman carries only a route card. The card gives a ten-year history of the customer and the amount of business he has done with the firm. If the customer is dead, the salesman still carries a card on the account; the same is true of a man who has moved to another part of the country. This enables a salesman, if he is new, to check and save the time that might otherwise be spent on such accounts. A card is carried also on a dealer who did business with us for a period and then quit; this card reminds the salesman that in such a dealer there still is a potential customer. With the route card and DROSAR re-

port, aided by the thoroughness of the daily and monthly reports, we can put a new man in any territory and in three weeks have

him producing.

To be used in sales meetings, we make twice a year from the above records, the payroll and expense accounts, a break-down of the following: Cost per call, cost per sale, and average sale per call. (This can be made every month, if needed, in very little time.) With these facts on paper little time.) With these facts on paper the sales manager can rate his men most accurately, putting his finger on the trouble and showing a man just how he stands. Of course, territorial conditions will be considered and it is assumed good honest judg-ment and discretion will be used—but not to cover up for a "pet salesman," the source of so much grief in a sales force.

Every bulletin going to the salesmen and managers has a demand receipt attached. We insist that something on which we have spent time and thought should reach the men for whom we intend it, and that it is important enough to be read and understood after they get it. Therefore, the receipt eliminates these old alibis—"didn't get it"—"didn't understand it." The significance of the phrase "Understood and inserted in catalog" on the receipt is that the men do understand the bulletin and have it for reference. If receipts aren't returned (we keep a record of them) we find out why.

All correspondence of the firm is read

at the home office. A copy of every letter written to the customer by a branch manager or his assistant, together with a copy of all letters written on credit, comes to the home office daily.

Executives read the correspondence closely, checking it first for misstatement of fact. Such a misstatement immediately is taken up with the author of it. Usually it is traced to negligence. Five years ago about 1% of the letters contained misstatements of fact. Today the percentage is trifling.

Then we check correspondence to see if deals with complaints. This gives us an it deals with complaints. opportunity to determine if the manager is handling such matters satisfactorily, and to write to the customer ourselves if the com-

plaint is of a serious nature.

The tissue copy of any letter to a customer pertaining to a misunderstanding on an order or a Rx is immediately routed by the executive to the salesman calling on that customer. The salesman must proceed at once to iron out the difficulty and, while in the doctor's office, report in pencil on the tissue copy, then return the copy to the man who wrote it. This penciled report by the salesman confirms an amicable settlement of the matter, or, if it wasn't settled, details what further steps the salesman thinks necessary. Many times the salesman in such an instance can straighten out an executive on a matter. Customers are easily offended by a letter from a branch manager and a letter from one of the executives usually is the healing balm needed.

### More Letters, More Business

The letter copies are finally sent through the recording department, where they are segregated as to routine or business-getting letters and a daily record made. At the end of the month a complete report of all letters written by everyone in the entire company is made up in a comparative manner, and a copy sent to each one who writes letters or handles correspondence.

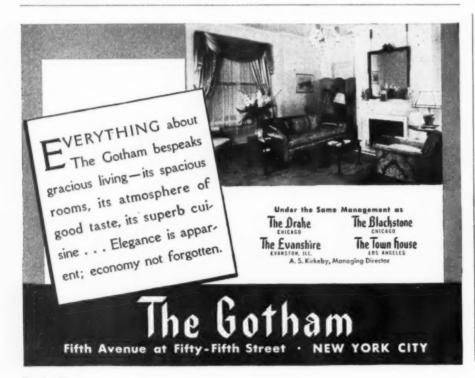
This is one of the principal means by which we have stepped up business during

the last few years.

When we started recording correspondence, we were getting out what we thought to be a lot of letters a month. We had assumed that our managers and assistants were writing a good many more than they were. After the system was adopted, two years ago, the number immediately began to rise. The number of business-getting letters has been increased ten times. The number of routine letters has not increased much, since they are necessary letters anyway. However, we have been able to turn about a third of the routine letters into business-getters by making managers con-scious of their business-getting possibilities and keeping them that way through use of

One manager's experience with letter writing is typical. During the last fiscal year (ended May 31, 1939) the number of letters he wrote increased about 300% over the preceding year. The branch increased its business in the same period about 22%. Not all of this increase was attributed to letter writing, of course; but it played an important part in getting and maintaining closer relations with customers.

We want each of our salesmen to have not only the maximum of cooperation and help that executives and branch managers can give him, but the best that he can give himself. The system is an aid in this direction. In general it has resulted in a closer relationship between salesmen, company and the customer.



# PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order. Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

### BRANCH OFFICE SERVICE

ATTENTION SALES EXECUTIVES AND REpresentatives. A dependable, limited branch office service, handling mail, phone calls, etc. No. 5, up, monthly, in Dallas, heart of the great Southwest. Highest references furnished upon request. 631 Fidelity Bldg., Dallas, Texas.

### EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 29 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

TO THE MAN OF EXPERIENCE. \$2,400 yearly TO THE MAN OF EXPERIENCE, \$2,400 yearly and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161. Taylor Place, Short Beach, Connecticut.

EXECUTIVE POSITIONS—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. If your qualifications can meet exacting requirements, your name and address will bring details. The Executive Bureau, 700 Plymouth Building, Minneapolis, Minnesota.

### FILM PROJECTORS FOR SALE

## 16mm SOUND-ON-FILM PROJECTORS

Six Victor Model 24B, Two Bell & Howell Model 120J. Accessories and spares. Excellent condition and appearance. Priced for quick sale — individual units or entire lot. For details write Box 674, SALES MANAGEMENT, 420 Lexington Ave., New York,

### LINES WANTED

Wide awake selling organization desires a sub-stantial product for Detroit and Eastern Michigan. Have had established office in Detroit for years. We are manufacturers' representative. Well and favorably known. Miller & Watson, 2335 West McNichols Road, Detroit, Michigan.

SUCCESSFUL SALES MANAGER WITH LARGE following looking for distributorship for Milwaukee territory. Write Box 672, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

THE FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGE-MENT bids for new or additional products to be sold in the territory designated. Manufacturers increasted in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y. Ag-46: Territory: Philadelphia trading area and

Ag.46: Territory: Philadelphia trading area and N. J. from Trenton south, hdqrs., Philadelphia. Wants worthy products for beauty shops.

Ag-47: Territory: Tex., La., hdqrs., Houston. Wants such lines as low-price electrical appliances, noveleties, decorated metalware, artware, selling either through jobber or direct to drug-variety-department chain stores.

### LINES WANTED (Continued)

Ag-48: Territory: Oakland, Cal., and territory within 150-mile radius of that city, hdqrs., same city. Wants repeat lines to grocery trade and those selling to florists, nurseries.

florists, nurseries.

Ag-49: Territory: National, or New York metropolitan area, hdqrs., New York. Established marketing company wants automotive products selling to jobbers; also industrial products.

Ag-50: Territory: Wisconsin, hdqrs., Milwaukee. Wants building specialties which work in conjunction with an ornamental, miscellaneous, and structural steel shop.

Ag-51: Territory: Fla., or S. E. states. Wants build-

Ag-51: Territory: Fla., or S. E. states. Wants build-ing materials selling to jobbers and contractors. Ag-52: Territory: Cal., hdqrs., Glendale. Wants lines selling to packaging trade, particularly con-tainers with re-use appeal to consumers.

Ag-53: Territory: New England, hdqrs., Hartford. Wants additional products or services selling to industrials.

Ag-54: Territory: Fla., hdqrs., Miami. Wants Products and merchandise of merit adaptable to tropic and semi-tropic state.

Ag-56: Territory: Metropolitan New York, hdqrs., that city. Wants specialty of merit in any field, building maintenance supplies preferred.

ng maintenance supplies preferred.

Ag-57: Territory: Costa Rica, hdqrs., Orotina, C. R. Wants advertising specialties, premium items, etc. Ag-58: Territory: Metropolitan New York, hdqrs., Brooklyn. Wants product selling to grocery and drug rade through wagon jobbing system.

Ag-59: Territory: N. E. states, hdqrs., Milton, Mass. Wants lines selling to large industrials and tool and machinery makers.

Machinery makers.

Ag-60: Territory: Metropolitan N. Y., hdqrs., New York City. Wants industrial product.

Ag-61: Territory: Pacific N. W., hdqrs., Salem, Ore. Wants any meritorious product.

Ag-62: Territory: Metropolitan New York, hdqrs., New York City. Wants houseware and hardware items selling to syndicate chains and wholesalers.

Ag-63: Territory: Ia., Minn., Wis., Ill., hdqrs., Sycamore, Ill., Mo. Wants products selling wholesale hardware, automotive and mill supply houses.

Ag-64: Territory: N. C., S. C., Va., hdqrs., Richmond. Wants hardware specialty lines selling to general stores, hardware and repair shops.

Ag-65: Territory: St. Louis, Mo., hdqrs., that city. Wants lumber and building materials.

Ag-66: Territory: Cal., Ariz., Nev., hdqrs., Los Angeles. Wants industrial lines.

Ag-67: Territory: Detroit and Eastern Mich. Wants any meritorious product.

Ag-68: Territory: N. J., Eastern Pa., Dela. Wants products selling to engineers, architects, contractors, and industrials.

Ag-69: Territory: Minn., N. D., S. D., Wis., Ia. Wants men's and boys' clothing, sportswear, work-clothes; women's dress goods; women's fur coats.

Ag-70: Territory: D. of C., hdqrs., that city. Wants repeat lines to grocery trade.

Ag-71: Territory: D. of C., hdqrs., that city. Wants

Ag-72: Territory: D. of C., hdqrs., that city. Wants any meritorious product.

Ag-73: Territory: D. of C., hdqrs., that city. Wants lead pencils and stationery.

Ag-74: Territory: Colo., hdqrs., Colorado City. Wants products selling to hardware and seed stores. Ag-75: Territory: Cal., Ore., Wash., Hawaii, hdqrs., San Francisco. Wants lines selling to jobbers of automotive, hardware, mill and mine. plumbing or glass trades.

### POSITIONS WANTED

### POSITION WANTED

HIGH TYPE SALES EXECUTIVE OR REPREsentative. Unusual well balanced background of business and sales experience. Thorough knowledge of merchandising. Excellent record selling, also directing sales organizations selling chain, department stores, jobbers, etc., throughout U. S. Consider position as executive or representative for good line, or mfrs. agency arrangement. Convenient locate anywhere. Box 667, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### POSITIONS WANTED (Continued)

Changing a \$225,000 loss to a profit thru selective marketing of a highly competitive product in a declining price market is my recent accomplishment. Now coordinating manufacturing and sales of \$8,000,000 volume. Desire position as Executive Asst. to Pres. or sales executive on planning, management or field supervision of sales. Address Box 673, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### REPRESENTATION WANTED

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individual or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-22: Product: Grocery specialties. Territory open: Most states north of Ohio and east of the Mississippi.

Mf-23: Product: Artware selling to department stores, etc., faieace tile, to building contractors. Territory open: National.

Mf-24: Product: Building maintenance supplies; pipe joint compound for industrial use. Territory open: National.

Mf-25: Product: Electric motors and machine tool drives. Territory open: New England and eastern trading centers.

Mf-26: Product: Industrial floors; waterproofing. Territory open: National and Canada.

Mf-28: Product: Industrial lubricants and other quality products. Repeat business. Territory open: National and Canada.

Mf-29: Product: House organ selling to milk dealers or dairies for use by driver-salesmen. Territory open: National.

Mf-30: Product: Wholesale and retail drug item. Territory open: National and Canada.

Mf-31: Product: Auto and furniture polishes. Territory open: National.

Mf-32: Product: Sanitary napkins, selling through chain drug, department and syndicate stores. Territory open: New England, Southwest, South, Midwest.

Mf-33: Product: Automobile body solder and spray gun solder. Territory open: Those centered by Detroit, Cleveland, Chicago, Indianapolis, St. Louis, Kansas City, Denver, Los Angeles, San Francisco, and Seattle.

Mf-34: Product: Lingerie selling to retail and spe-cialty shops. Territory open: Ind., O., Mich., N. Y. excluding New York City, New England.

Mf-35: Product: Animated displays and Ice cream replicas sold to ice cream and dairy mfgrs. Territory open: East of Mississippi, for one salesman or possibly divided N. & S. between two.

Mf-36: Product: Artificial food reproductions sold to restaurants, meat markets, electrical stores, etc. Territory open: East of Mississippi.

Mf-37: Product: Patented dress hanger. Territory open: National. Mf-38:

Product: Metal turning lathe. Territory open: National.

Mf-39: Product: steam unit heater and exhaust fan, for stores, offices, industrials. Territory open: National.

Mf-40: Product: Hardware item to be sold to chains and jobbers. Territory open: N. Y., Ill.

Mf-41: Product: Drug item to be sold by state, district, or county representative as side line or only line. Territory open: National.

Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Chicago, Ill.; N. Y., N. J., Mo., Ind., Mich., Wisc.



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

# For New Sales Equipment Consult These Producers

The Michigan Book Binding Co., of Detroit, specializes in the manufacture of pyramid sales portfolios, sales-building specialties, special binders for sales and advertising purposes, and loose-leaf devices for general office use. With a wide stock line, and a service and designing department for special requirements and large equipment orders, the company is geared to serve all types of sales organizations. "The Michigan Line" is the title of a loose-leaf, spiral-bound catalog listing and picturing all stock numbers, available on request to sales executives. It features, in addition to regular pyramid and loose-leaf portfolios and catalogs, the Wire-O binding utilized in this catalog itself. Included are sample sheets of leather substitute cover materials, in colors. Requests for the catalog should be sent to Sidney D. Light, Michigan Book Binding Co., 1036 Beaubien St., Detroit, Mich.

American Leather Products Corp., of Indianapolis, in its approach to the sales equipment field, emphasizes the dividends paid in increased business by impressive and efficient sales luggage. Heading the company's array of stock and special pieces is a matched four-piece set consisting of light-weight gladstone, brief bag, zipper ring binder, and under-arm zipper case. This outfit, the items of which may be ordered separately, makes an ideal contest award as well as regular equipment. How this set was used as a grand prize, and other bags and cases featured as quota awards, is illustrated in a folder issued in a Prest-O-Lite Battery Co. sales contest. Other cases and binders, stock and special order work, are illustrated in a folder available on request to R. R. Scott, American Leather Products Corp., Indianapolis, Ind.

Stein Bros. Mfg. Co., Chicago, is preparing a new catalog of its line of leather portfolios and binders as this issue goes to press. Featuring the Salesfoto Visualizer—combined brief case, ring binder, and photo display unit—and 200 other styles of sales portfolios, the line is built for streamlined sales organization. Specialized items include oversize binders, accordion fan-file portfolios, multi-pocket cases, catalog cases, and the "Overnighter" combined personal and business case. For immediate reference to folders describing the line, and a copy of the catalog when off the press, requests to Leo Stein, Stein Bros., 231 South Green St., Chicago, Ill.

The Burkhardt Co., of Detroit, features a line of Zip-a-Kit leather goods, Burco

loose-leaf binders, Burk-Art processed covers, and many styles of book, pamphlet and mechanical bindings. With 28 years experience, the company prides itself on the quality of leather and design used, but also manufactures economy binders and kits of tough imitation leather for use where quantity and turnover of sales force require smaller initial investment in equipment. In addition to ring kit binders, the line includes prong binders, kits with triangle display units, custom made cases, kits and bags, and processed covers, binders, and signs. Burk-Art catalo gcovers in processed designs and colors are a specialty widely known in the sales and advertising field. Write for the new "Burkhardt Zip-A-Kit Leather Goods" catalog, addressing E. H. Zerbe, Burkhardt Co., Larned at 2nd Ave., Detroit, Mich.

# Toledo Market Analyzed in New Study by the Blade

The Toledo Blade has published and is distributing to advertisers and agencies a 74-page book on the market served by that newspaper. In four parts, the study pre-sents the cultural, industrial and commer-cial factors which make the city the important market center it is; a detailed study of the 55 census tracts comprising corporate Toledo; facts about the *Blade*; and a review of the factors of importance in the 17-county trading area. The section dealing with commercial factors is of particular interest to national advertisers, and includes data on retail sales (1938, as estimated by the Bureau of Business Research of Ohio State University), family consumption of products by classifications, monthly business indices (ten factors), retail and wholesale outlets. In the section on census tracts, detailed information on population density, white and colored population, nationality, and sex and age is given, with types of homes and income classes. These data are based on a census made in 1934, and are illustrated by colored maps and charts. The study should be of real value to advertisers operating in this market, and will be furnished on request to any office of Paul Block & Associates.

# Fortune Tracks Down 500 Readers—and Strikes Gold!

Since time immemorial, publications have known of the existence of, theorized on, and dealt in the advertising value of their readers who are not on any subscription list readers who are not on any subscription list and defy classification. Fortune has just finished doing something about this plusproblem, in a thorough study published under the beguiling title of "500—free white and twenty one." Having no newsstand or boy sales circulation, Fortune found itself in an excellent research. found itself in an excellent research spot when 500 replies out of 800 received by an advertiser (the Interchemical Corp.) proved to have no tangible relation to the subscription list. How these 500 names were turned over to the Retail Credit Co. for investigation, and what facts were brought to light on the business and pro-fessional standings of the respondents, their incomes and credit ratings, are adequately and attractively covered in this 32page book. A yea rlater, another ad ransame company-resulting in a larger percentage of non-subscriber replies. These names were investigated, like the first group. A request to W. H. Carey, Fortune, 9 Rockefeller Plaza, New York, N. Y., will bring the book, and with it a copy of the second tabulation, to compare with the revelations of the first investigation.

# Here's a Line on Present and Future Markets

"Youth" is the title of a survey in which Young America, the national news weekly for youth, has captured and set down in unmistakable percentages some of the likes and dislikes, the purchasing preferences, of its readers. Questionnaires were distributed by teachers in elementary and junior high schools, in the main trading areas of nine leading states. Three thousand returns were utilized to determine preferences in amusements (movies, radio programs, sports), foods, beverages, candy, car ownership (family), bicycles, fountain pens, typewriters, radios, cameras, toilet articles, magazine reading, advertising (radio, magazine, newspaper), school activities, and careers. Where the question required, brand names are cited throughout. So manufacturers in many lines have a stake in the findings. Requests for "Youth" should be sent to Charles E. Muldaur, Young America, 32 E. 57th St., New York, N. Y.

# Modern Magazines Issue 4th Housekeeping Survey

For four consecutive years Modern Magazines have surveyed middle-class homes throughout the country, determining brand preferences for groceries, general household products, and durable goods. As published in 125 pages, the "4th Survey of House-keeping" is a distinguished job in content and appearance. Marketing executives familiar with previous editions need no description of contents, but for any who have not seen the previous studies it may be said that in general the form of report shows by brand names the per cent use by years, 1936-39 (trend); and for 1939 the per cent use by weekly income of family; per cent use by city size, and by age groups. Graphs complete each page, and show the per cent use by years of all brands and of the five leading brands. Here, then, is a four-year record of actual use and preference, with detailed data on current standing. Requests to J. Fred Henry, Modern Magazines, 149 Madison Ave., New York, N. Y.

### Want a Football Contest?

For end-of-year and 1940 sales drives, with football now in full swing and its echoes lingering on into the Winter, there's a made-to-order football contest worked out to the last detail, including prizes, which should be interesting to many sales organizations. A presentation which includes the mailing pieces, together with complete details for scoring and organizing the game, is available. Along with it comes a de luxe prize catalog, in color, 52 pages in size, with complete credit index covering every illustrated item. Requests to Halas & Keefe, Inc., 37 So. Wabash Ave., Chicago, Ill.

"I Think"—a highly interesting pocketsize booklet in digest format recently brought out by Country Home magazine to help advertisers and agencies get the "feel" of the rural market through letters written by readers. Carries out the theme of their selling and promotion theme of ruralites as people—or "Don't Talk Down to the Farmer." Any advertiser, in or out of this market, should find the viewpoint valuable. Copies on request to E. P. Seymour, Country Home, 250 Park Ave., New York, N. Y.





# MORE than just the Largest...

THE ESSENTIAL FUNCTION of a NEWSpaper is to furnish its readers with news.

The medium that provides the most thorough and accurate coverage on events that affect the daily lives of all of us, in an entertaining manner, is rewarded by the largest following. When such a policy is bulwarked by years devoted to problems in the interest of community service, loyal indeed become the readers of that medium.

Such a NEWSpaper is The Los Angeles Evening Herald and Express. To give its readers the best and most complete report on news of the day, it employs not one but ALL THREE of the leading wire services .... Associated Press, International News and United Press. It is the only local afternoon paper with facilities for reproducing sound pictures transmitted by radio.

A favorable time difference of from 3 to 9 hours between Atlantic coast cities, European capitals and Los Angeles, enables this newspaper to give its readers "Tomorrow's News Today." This time differential permits this afternoon's Herald and Express readers to get details on the European situation up to and beyond midnight.

In the field of public service, the list of projects sponsored by The Herald and Express is long and imposing. Here is a typical example: Los Angeles children now go to and from school in safety through tunnels under heavily traveled arteries as a result of a campaign waged by this newspaper to reduce an appalling number of pedestrian fatalities involving school children.

Here then is a newspaper with an alert, eager and loyal audience....an audience won through editorial enterprise and public service....policies that have rewarded The Evening Herald and Express with the –

Largest Daily Circulation of any Newspaper in the West Largest Daily Circulation of any 5c Newspaper in America

Los Angeles Evening Herald and Express

NATIONAL REPRESENTATIVES: PAUL BLOCK AND ASSOCIATES

Models wearing gowns received in the last shipment of Paris fashions to reach America before the outbreak of war are posed by Edward Johnson (left), Chicago Tribune studio chief, while color photographer George Greb adjusts the lens of the Tribune one-shot natural color camera. The resulting photograph appeared in one of a series of fall fashion pages reproduced in color in the Sunday Tribune Picture section.

Around the clock

DURING the first four days of the war the news, mechanical, and circulation departments of the Chicago Tribune handled without hitch the greatest demand ever made upon their resources.

During these four momentous days the average total circulation of the Tribune exceeded 1,270,000 net paid 300,000 more than the average total net paid daily circulation during August.

Chicago got its first printed record of the outbreak of war in the Tribune of September 1. Then followed three exciting days, for, from Saturday afternoon, September 2, until mid-morning of Monday, September 4, the Tribune was continuously engaged in printing and distributing newspapers.

During this period, for the first time in history, the Tribune published around the clock. This involved two major tasks.

The British declaration of war did not come until 5:15 a. m. on Sunday morning, after the regular final edition had started through circulation channels.

New main news sections containing the news that England was at war were rushed into print. Loaded onto special trucks as they poured off the presses, these new sections were speeded to all parts of the city and substituted for sections printed earlier. More than 150,000 copies were thus substituted before 6:00 a.m.

The second major task was the printing and distribution of extra editions containing news of France's entry into the war. The first of these went to press at 11:35 a. m. Sunday, September 3, and the last at 2:20 p. m. Then, after a brief lull, the first regular Monday edition went to press.

The Tribune would have been unable to render this service if a substantial part of its earnings for many years had not been ploughed back into the business for the purchase of the most modern equipment.

Neither would the achievement have been possible had not the Tribune also made it its policy for decades to employ the best staff it

Because it gives readers more for their money, the Chicago Tribune is able to give advertisers more for theirs.

## SWAN STORY

At one of the experimental farms conducted by the Chicago Tribune, there was recently a sur-

plus of white swans. It was decided to give away two pairs. Notice of this intention was given in the Tribune's daily farm article.

Now, everyone admires the swan, but few and far between are those who could accept a pair of these majestic birds as a gift. Swans need a sizeable body of water in order to be happy and to look

their serenely regal selves. In winter the water must be kept clear of ice. These none too easy requirements were set forth in the offer.

Within a few days, however, fifty-six well qualified requests were received by mail. A considerably larger number of prospective swan owners called in person at the farm.

Requests came from men of wealth and from those of ordinary means. Included were: one of Chicago's leading packers; the owner of a small country hotel; a stock farm in Kentucky; a farmer in North Carolina; a fruit grower in Florida; a home for soldiers and sailors; a country club; several cemeteries; a member of the old Russian nobility; a steel company executive, and many farmers in Illinois, Indiana, Michigan and Wisconsin.

# The Friendly Approach



Every day of the week, Chicago's largest constant audience of women turns to the Tribune for news, entertainment and buyIn stride . . . Last pre-war Paris fashions . . . For safer highways . Low cost coloroto advertising . . . The friendly way . . . A gift of swans

ing ideas. This day in, day out readership creates and perpetuates the confidence and accep-tance which account for the greater returns enjoyed by Tribune advertisers. Because they get greater returns, Chicago retailers spend more money for women-appeal advertising in the Tribune than in all other Chicago newspapers combined.

# Safer Highways Campaign Ends in Victory

Work on a system of super highways to cost \$60,000,000 will soon begin in the Chicago area. Safety will be the most important objective sought in their construction.

Enactment into law of the bill providing for this project is a new victory in the Chicago Tribune's forty years of campaigning for the

safety and convenience of motorists.
As long ago as 1900, when the automobile was still a rich source of material for wags, the Tribune was printing a "Good Roads Bulletin." A year later the following phrases appeared in one of its editorials: "Automobiles are the transportation of the future Build roads at once.

Every Tribune editorial platform since the first one was printed in September, 1918, has had a plank emphasizing the need for bet-ter, safer highways. Throughout Illinois and neighboring states the Tribune has made many exhaustive surveys of highway conditions. These surveys, vividly and graphically presented in the Tribune, have played a major role in bringing about important developments in road construction.

Much of the favorable public opinion re-

sponsible for the passage of the new \$60,000,-000 superhighway law is traceable to the Chicago Tribune campaign waged on the theme, "Build Deathproof Highways"—one of the planks in the Tribune's editorial platform for Chicago and Illinois.

Thirteen full page advertisments in colorotogravure placed within a year in the Graphic section of the Chicago Sunday Tribune, cost 3.84 cents per family reached.